INSCOM

July/August 1996

JOURNAL

FOR THE MILITARY INTELLIGENCE PROFESSIONAL

"MISSION FIRST, PEOPLE ALWAYS"

Brig. Gen. Trent N. Thomas

Is there a civilian corporation in America which would ask you to give your life for it? No, there isn't; it is the single, most important difference which always separates the Armed Services from civilian corporations. Gen. John A. Wickham Jr., former U.S. Army chief of staff, once said, "While comparisons are sometimes made, the Army is not a corporation. It is an institution, a profession, a way of life — not just an occupation. Corporations do not have oaths; professions do." His words are still true today.

Of all the changes the U.S. Army and INSCOM will face in the future, that one difference will never change. We are a profession dedicated to preserving the United States of America and everything for which it stands. And we are prepared to defend it to the death if that's what it takes to preserve it. No other profession in the world asks so much from every person who serves.

As INSCOM transitions to a smaller military intelligence force and a different place in the Army's line-up, we must remember this difference when making decisions which affect the future of our INSCOM professionals. Because we ask you to willingly give your lives to support a mission, we must remember we hold your lives, indeed, your very souls, in the balance of our decisions. For the soldiers and civilians who serve in INSCOM, it has never been just a job...it was (and still is) a way of life which every single one of us still believes is a higher calling.

There's another difference between the military intelligence professional and other Army professionals. It is a more subtle difference, and I suspect more often misunderstood by those unfamiliar with our work. Our mission at INSCOM is to provide the analysis of information as well as the facts to warfighters and their commanders. The nature of our mission dictates we provide intelligence support quickly and quietly to those who have a need to know. The success which commanders and troops enjoy on the battlefield depends on no one knowing what they learn from us. And we're good at it. We're so good, in fact, that other people may get the idea military intelligence should go away...anyone can do it.

Part of the blame for that thinking lies on our own door step: at INSCOM, we make intelligence look too easy. Actually, we don't make it "look" at all. We make our "mission impossible" happen every day without so much as a knowing nod from the user of our information. No one knows it better than us because no one else knows it.

INSCOM professionals don't quit fighting aggression when the war is over. We don't come home to ticker tape parades because we don't come home with the troops...we're still "over there." We declare no cease fires, no time outs and no seventh inning stretches...no one

drives us from the field in peace or war. There are always new "hot spots" in the world and new technology an emerging aggressor is starting to use. We are the eyes and ears of the battlefield long before the troops arrive. Our Intel XXI package for the future and our force projection brigades of today are working to provide direct, real time intelligence to warfighters in a form they can use immediately. Soon we will be communicating with the warfighter, individually and in groups, as they engage aggressors on the battlefield. If a warfighter encounters a war machine he's never seen before, he will be able to call us directly and describe it to us. Just as importantly, our INSCOM professionals will be able to provide a real time response. We will be able to identify the new machine and provide the analysis of its capabilities, range, vulnerability and anticipated actions...immediately and directly to the warfighter. Simultaneously, the information will be broadcast to other commanders, so we can achieve vertical and horizontal information flows.

Our success in providing seamless support to the field may make our mission appear easy to others. We are adding new technology on line every day using a continuous integration of information process. Our tailored packages of intelligence soldiers and civilians give field commanders full use of our assets in planning and execution. The products we develop support the warfighters the way they can use it: quick and dirty.

You see, when a warfighter is on the battlefield staring down the barrel of an aggressor's weapon, he really doesn't care how we got the information or how long it took us to get it. He doesn't care which technology we use to communicate with him or how many military intelligence professionals it took to do the analysis of information we provide. What he does care about is what is directly in front of him. We can help him immediately, because when you get one INSCOM professional, you get the whole of an INSCOM. Every one of our assets combines to provide a total intelligence package.

In a way, providing intelligence is similar to providing leadership: it looks easy when you see the successful results, but seeing the results and providing the results are two different actions. To be successful in the year 2010, it will take both special leaders and special intelligence professionals to win on the battlefield. The 'special' in intelligence is INSCOM.

To provide special leadership at INSCOM while we continue the transition to the future, I will turn over command of the U.S. Army Intelligence and Security Command to Brig. Gen. John Thomas on August 15. He is a military intelligence soldier who most recently comes to us from the National Security Agency at Fort George G. Meade, Md. He has been in step with us for several years and is ready, willing and able to carry on the activities of INSCOM.

I will join thousands of other soldier members of the retired community who remain steadfast and loyal supporters of all of you. Liz and I have thoroughly enjoyed our tour at the U.S. Army Intelligence and Security Command. We are grateful to have had the opportunity to help shape the INSCOM of tomorrow. We thank each and every one of you for accepting us as dedicated family members of INSCOM. You are truly the "Great Stuff" of INSCOM.
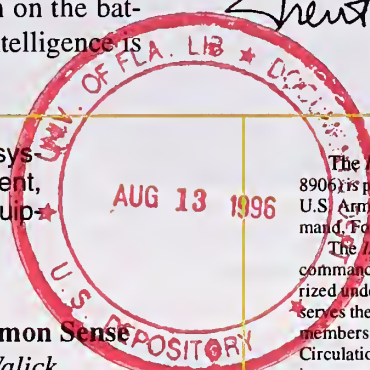
About the cover: A payload operator for the Predator system uses computer technology to operate imagery equipment, daytime television, spotter and forward-looking infrared equipment. (Photo by Shirley Startzman)

The I-Team

Oakley Takes Command

Lt. Col. J. Jay Oakley took command of the Foreign Counterintelligence Activity May 21, 1996. In a change of command ceremony held at Fort George G. Meade, Md., Brig. Gen. Trent N. Thomas, INSCOM commander, passed command from Col. Nicholas J. Ciccarello to Oakley.

Oakley's assumption of command marks the first time an officer who has spent most of his career within the Foreign Counterintelligence Activity has ascended to command it. He first served with the Special Operations Detachment in 1978. Oakley has served only two tours outside the activity. He was assigned as the Army's counterintelligence staff officer, deputy chief of staff for intelligence and as the first military advisor to the national security division, Federal Bureau of Investigation.

Ciccarello's next assignment is in the Defense Attaché Office in Rome, Italy. *(Submitted by James Whittle)*

Lt. Col. J. Jay Oakley accepts the Foreign Counterintelligence Activity guidon from Brig. Gen. Trent N. Thomas, INSCOM commander. (U.S. Army photo)

Gibson Wins MacArthur Award

Congratulations to Capt. Karen H. Gibson, 703rd MI Brigade, Intelligence and Security Command, one of the winners of the 1995 General Douglas MacArthur Leadership Award. At a May 17 Pentagon ceremony, 22 captains and two first lieutenants were recognized for their outstanding leadership abilities.

Each officer received the award from Army Chief of Staff Gen. Dennis J. Reimer.

MacArthur awardees, representing the active-Army and reserve components, are annually recognized for best demonstrating MacArthur's ideals of duty, honor, coun-

try. Reimer was assisted during the award ceremony by retired Gen. Alexander Haig. Robert M. White II, president of the General Douglas MacArthur Foundation, also attended the ceremony.

Reimer presented Gibson and each of the other awardees with an engraved, 23-pound bronze bust of Gen. MacArthur, mounted on a walnut pedestal.

"These officers represent our brightest and best, and they're people we're particularly proud of," Reimer said. "They have received this award based upon their performance, dedication, and the ideals set forth by Gen. MacArthur." *(Submitted by Gerry J. Gilmore)*

MI represented in Soldier Show

Congratulations to Pfc. Russell L. Wilson Jr., who is the only military intelligence soldier selected to perform in this year's U.S. Army Soldier Show. Wilson is a signal intelligence analyst with the 502nd MI Company at Fort Polk, La. He previously served with the 311th MI Battalion, 101st Airborne Division at Fort Campbell, Ky.

Wilson sings, dances and plays a variety of instruments during the 90-minute musical talent show. The cast will perform at 44 Army installations in 20 states as well as performances in Europe and possibly for Operation Joint Endeavor troops. The performers will also entertain at the Olympics for the first time in its history.

"I'm as happy as I can be at this point," said Wilson. "While I was at advanced individual training at Goodfellow Air Force Base, I performed in the "Tops in Blue" Show. I also won a talent show in my unit," he said.

With the support of Capt. Thomas

Pfc. Russell L. Wilson Jr. (Photo courtesy of U.S. Army Soldier Show)

Evans, 502d MI Company, Wilson auditioned via video tape for the U.S. Army Soldier Show. When he was selected, Evans approved his six-month tour of duty with the show.

This special unit of soldier performers carries on the tradition of "entertainment by the soldier for the soldier" established 80 years ago by Army Sgt. Irving Berlin. The program is funded with soldier dollars generated through morale, welfare and recreation activities; no taxpayer dollars are used. Admission to all shows is free. *(Submitted by Harriet E. Rice)*

Security Detachment Beats Feet

Members of the INSCOM Security Detachment ran through the streets of Fort Belvoir, Va., during the annual Special Olympics Torch Run. The provost marshal at Fort Belvoir hosted the run sponsored in part by the Virginia Sheriff's Association.
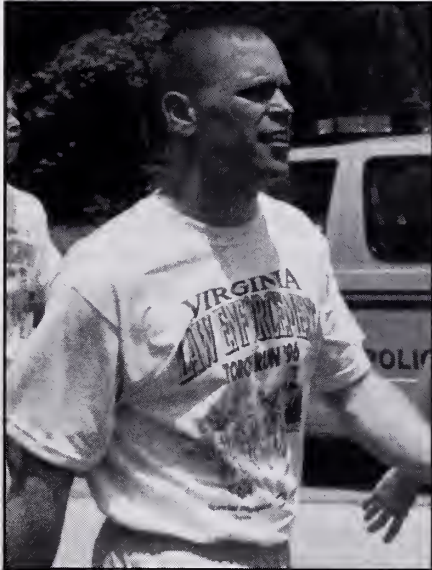
Capt. Tim Green, commander, INSCOM Security Detachment. (Photo by Spc. Cleone Cooper)

According to Capt. Tim Green, commander of the INSCOM Security Detachment, sponsors wanted to generate funding ($10 entry fee) for the Special Olympics. Sponsors and runners also heightened awareness of the Special Olympics by carrying the opening ceremonies torch about 3.5 miles through Fort Belvoir, from Walker Gate to Tulley Gate.

The INSCOM guidon was highly visible behind torch bearers, a bright blue guidon among the green guidons from Fort Belvoir participants. Guidon bearers for the security detachment were Sgt. Matthew Ritz and Michael Straites. *(Submitted by the INSCOM Security Detachment)*

Founder's Cup Winners

"High fives" to the RAF Menwith Hill Cavaliers basketball team, which won the national competition for the 1996 Founder's Cup. In their first year of entry, the Cavaliers whipped Chessington for the championship. Hooah! *(Submitted by Michelle Kick)*

Col. Dickson Gribble, commander, 713th MI Bde., is flanked by Geography Bee winner Matthew Simpson and second place finisher Phillip Lefevre. (U.S. Army photo)

Simpson in Geography Bee Finals

Bravo to Matthew Simpson of Menwith Hill Middle School, England. Simpson won the Department of Defense Dependent Schools (DoDDS) worldwide Geography Bee. The 13-year-old Simpson competed against 57 national finalists in the final round of the National Geography Bee held in Washington, D.C. in May.

Victoria and Brad Simpson voiced a chorus of enthusiasm for their son. "We are very proud and pleased with his accomplishment. It was definitely a pleasant surprise," they said.

Simpson's journey to the U.S. Capitol began when he outscored students in grades five through eight at Menwith Hill Middle School. Phillip Lefevre placed second in the middle school competition. Lefevre is the son of David and Joanne Lafevre.

In a written qualifying test, Simpson won the right to represent the DoDDS European region. Winning students from all the DoDDS regions were tested in the semifinal round using a written examination furnished by the bee's sponsor, the National Geography Society. Simpson scored the highest of any student in five regions. He participated in the finals in May and is working toward improving his finalist scores next year. *(Submitted by Michelle Kick)*

The Wartrace Program

U.S. Army Reserve and Army National Guard units align with designated active component units in crisis, peace or war.

By Col. Richard T. Dunbar

Did you know INSCOM has the equivalent of three military intelligence brigades in the Reserve Component? Thanks

Guard units have designated active component units under which they will align and augment when needed. The Wartrace Program

coordination authority for implementing the Wartrace Program and has published FORSCOM Regulation 11-30. Army service component commands, Army components of unified commands, and Army major commands (e.g., INSCOM) will implement the U.S. Forces Command guidance in conducting the Wartrace Program.

Warfighting headquarters develop operations plans based on strategic guidance in order to be prepared for contingencies and war. As part of that plan, a time phased force deployment data document based on forces available to the theater/commander-in-chief is developed reflecting when and where forces would deploy. The time-phased force deployment data document contains Army designated Reserve Component units available for deployment under any particular operations plan. These units become part of the commander in chief's and the Army component's Wartrace. Because units can be listed on more than one time phased force deployment data document (i.e., supporting more than one operations' plans), Reserve Component units are given a priority Wartrace. Priority usually is given to one of the major regional conflict areas.

The Wartrace higher headquarters provides mission guidance to its subordinate, aligned units. The guidance should include, as a minimum,

INSCOM
WARTIME RESERVE COMPONENT MI AUGMENTATION
(FY96 AUTHORIZATION)
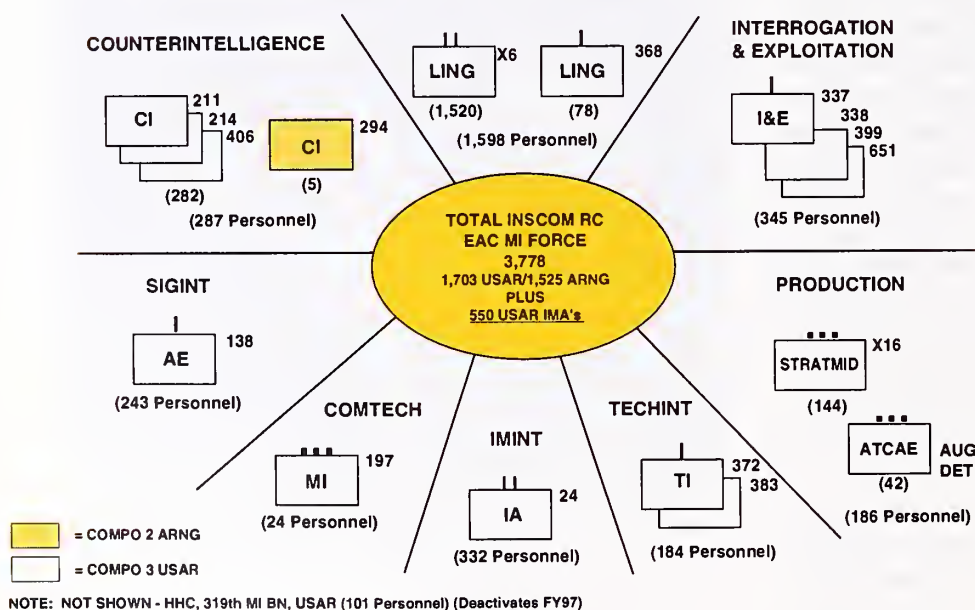
to the Army Wartrace Program (Army Regulation 11-30), INSCOM leaders can call on military intelligence resources of the U.S. Army Reserve and the Army National Guard for augmentation in peace, crisis and war.

The Wartrace program is a partnership among several players, each with specific responsibilities. U.S. Army Reserve and Army National

defines that alignment, opening the door for continued cooperation and communication throughout the year, not just when augmentation is needed.

Organizationally, the Department of Army deputy chief of staff for operations and plans has responsibility and establishes policy for the Army Wartrace program. U.S. Forces Command headquarters has

the wartime mission, wartime chain of command, area of employment and recommended mission essential task list priorities for planning and training. The peacetime chain of command, i.e., U.S. Army Reserve or Army National Guard, receive information copies of the mission guidance. The wartraced Reserve Component unit's mission essential tasks list is submitted through the peacetime chain of command to the unit's next immediate wartime gaining command for approval.

Commanders of wartraced Reserve Component units coordinate directly with their wartime gaining command to ensure they receive proper mission guidance. The peacetime chain of command must ensure that planning, training, and resourcing of wartraced units are directed at preparation for mobilization and mission-oriented tasks which support the wartime mission.

Wartime commanders have responsibilities to the wartraced units throughout the year. Commanders must host annual Wartrace planning workshops for immediate subordinate wartraced units. The workshops serve to update Wartrace planning guidance; revise operation plans and tactical standard operating procedures; coordinate field training/ command post exercises; discuss overseas deployment training; orient units to the wartime organization and provide unit briefings from the wartraced units. In addition, wartime commanders and staff members should visit their Reserve Component units to update them on the wartime mission and to observe training. Wartime commanders should monitor the performance of their wartraced units and keep communications chan-

nels open. The wartime commander should consider the wartraced units as organic units of the active component's unit, providing guidance and monitoring them.

Coordination between peacetime and wartime commanders at several echelons is essential to ensure that Reserve Component units have adequate resources to participate in planning and training events with the wartime unit. Copies of training calendars, annual exercise schedules, and other events must be provided early (i.e., at least 18 months in advance) to ensure proper planning and resourcing by the Reserve Component.

INSCOM units which have Reserve Component units aligned to them under the Wartrace program must likewise plan for those resources which will be needed to fulfill their responsibilities. Funding can be obtained by working with the INSCOM staff, particularly the deputy chiefs of staff of operations, resource management and Reserve Affairs.

"First to fight" Reserve Component units receive specific training

assistance from the active component through the U.S. Forces Command Active Component/Reserve Component training association program. This program is described in FORSCOM Regulation 350-4. Each Reserve Component unit in the training association program is aligned with an active component training partner. This training alignment does not necessarily coincide with Wartrace alignments, although in the case of INSCOM, it does with few exceptions. The training association program is designed specifically to facilitate training readiness.

INSCOM's force projection brigades will have to rely more on Reserve Component support in future operations. The Wartrace program plays a crucial role in preparing INSCOM's three brigade-equivalents in reserve to meet any mission, anywhere, anytime.

❋

Col. Richard T. Dunbar is deputy director, Reserve Affairs, headquarters, INSCOM, Fort Belvoir, VA.
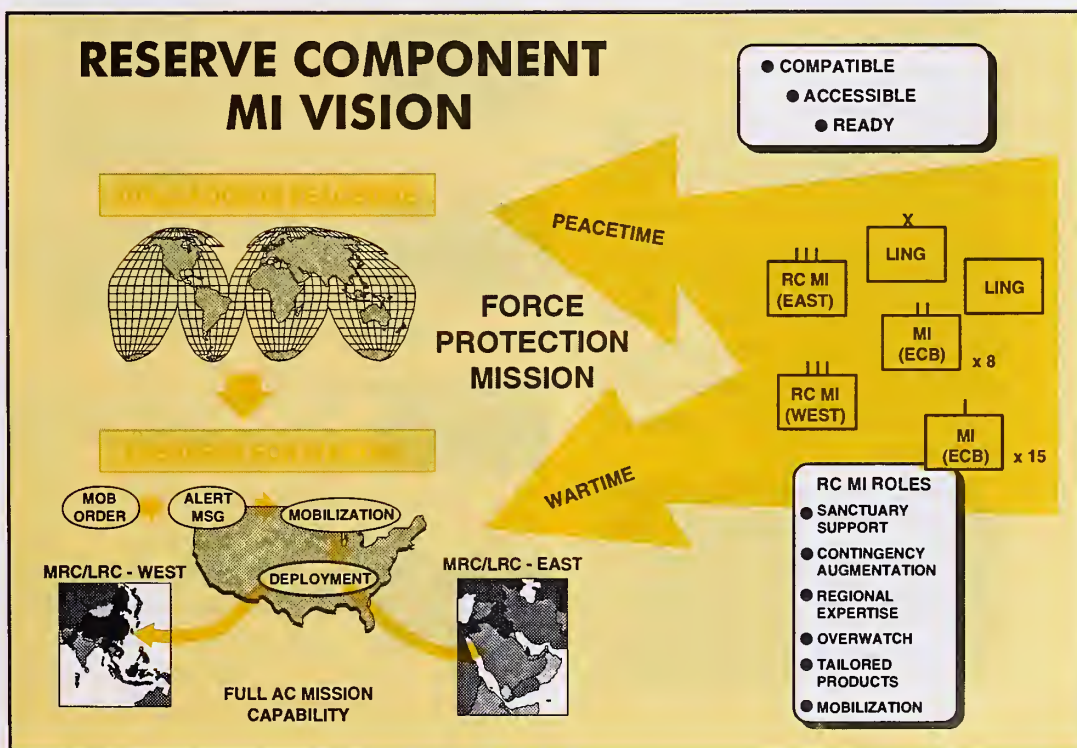
Total INSCOM Force Includes Reserves

The Military Intelligence Reserve Component force will backfill and round out active duty INSCOM units, strengthening its support to warfighters

By Maj. William A. Boik and Maj. Herbert Engle

As the number of active duty soldiers decreases, Army leaders are relying on a fully integrated active and Reserve force to provide timely multidiscipline support to warfighters.

At INSCOM, leaders have provided necessary resources and expertise to help Reserve Component military intelligence units provide home station intelligence support for INSCOM missions. They have invested in automation and communications connectivity for several Reserve Component echelons above corps military intelligence units. This aggressive partnership continues to reap benefits in terms of enhanced support.

The Reserve Component echelons above corps military intelligence force offers numerous capabilities, whether mobilized, operating from home station or operating at an INSCOM location. The flexibility in support both complement INSCOM capabilities and enhance the overall partnership. It also strengthens INSCOM's ability to effectively conduct future intelligence operations and to support warfighters.

This support can be obtained from tailored Reserve Component military intelligence force packages and individual reservists. Additional support can also come from Reserve Component training and intelligence centers, such as the Army Reserve Intelligence Support Centers and the Utah Army National Guard facilities near Salt Lake City, Utah.

Future Roles for the Reserve Military Intelligence Force

1 Backfilling INSCOM units during mobilization and deployment.

2 Rounding out INSCOM units during contingency operations and/or multiple/simultaneous regional conflicts.

3 Providing regional subject matter expertise unavailable within INSCOM units.

4 Providing tailored intelligence products for national, strategic, operational and tactical warfighters.

5 Providing intelligence overwatch during deployment and transition of INSCOM units.

6 Providing unique language capabilities/expertise not readily available within INSCOM.

The current Army Reserve Component echelons above corps military intelligence force contains 2,000 reservists and 1,500 National Guard members. The reservists serve in a variety of military intelligence troop units (including counterintelligence, technical intelligence, interrogation, aerial exploitation, and imagery intelligence), while the National Guard members are mostly in linguist units. There are also about 550 Reserve individual mobilization augmentees assigned directly to INSCOM major subordinate commands. The full integration of these elements into INSCOM operations will provide maximum support benefits to the warfighter.

The Reserve Component echelons above corps military intelligence force continues to improve its responsiveness to INSCOM requirements. Future Reserve Component military intelligence structures will stress small, functionally oriented and flexible units which operate alone or serve as a building block for larger units.

The Reserve Component Support and Integration Plan will serve as the road map for full integration. A tool for INSCOM headquarters and major subordinate commands, each unique plan matches reserves to mission requirements and maximizes the integration of Reserve Component echelons above corps military intelligence resources (units/personnel) into INSCOM operations. The plan outlines responsibilities, planning considerations, coordination procedures, current units and their capa-

Support Benefits to the Warfighter

1 Improved response time and ability to surge during crisis requirements.

2 Additional resources to meet increasing intelligence requirements.

3 Ability to leverage unique civilian, military, and/or language skills and expertise of Reserve intelligence personnel to satisfy critical requirements which remain unmet.

4 Ability to maintain and hone skills needed by Reserve intelligence personnel through conduct of peacetime real-world intelligence operations.

Reserve Component Support and Integration Plan principles

1 Maximum leveraging of Reserve Component capabilities/ resources whenever possible to assist in accomplishing on-going peacetime requirements.

2 Real-world missions for reservists.

3 Habitual active component/Reserve Component relationships during peacetime and crisis/contingency operations.

4 Full automation/communications connectivity between active component and Reserve Component echelons above corps military intelligence units.

bilities, and resource availability/ programming requirements.

As INSCOM moves into the 21st century, it will continue planned integration of the Reserve Component echelons above corps military intelligence force into all areas of operations.

Maj. William A. Boik and Maj. Herbert Engle are assigned as drilling individual mobilization augmentees in the INSCOM directorate of Reserve Affairs, INSCOM headquarters, Fort Belvoir, Va.

Members of the workshop included most major subordinate command S3s and reserve coordinators as well as representatives from several agencies, the National Guard Bureau and the U.S. Army Reserve Component. (U.S. Army photo)

Reserve Workshop Held

By Maj. William A. Boik and Maj. Annie H. Spiczak
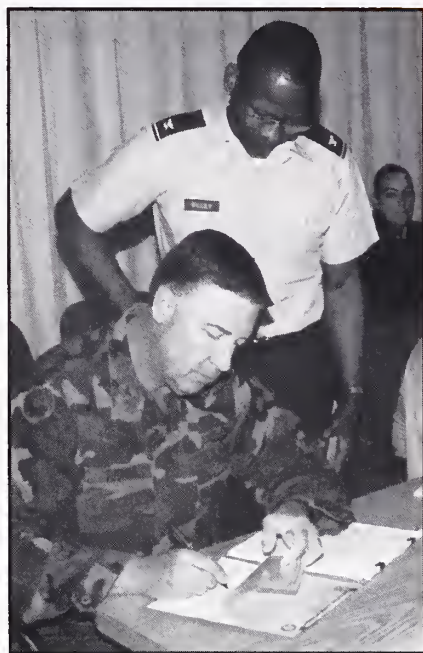
Left: Brig. Gen. Trent N. Thomas, INSCOM commander, signs the INSCOM Reserve component support and integration plan. Also pictured is Col. (P) Alphonsa Gilley. (U.S. Army photo)

"Given the requirements, Reserve Component contributory support is not an option...it is what (we) need," said Brig. Gen. Trent N. Thomas, INSCOM commander.

Thomas was speaking to members of the first INSCOM Reserve Support and Integration Plan Workshop held at Fort Belvoir, Va., from May 7 - 10, 1996. Immediately following his opening remarks, Thomas signed the INSCOM Reserve Support and Integration Plan, telling attendees he expected their full support in implementing it.

The workshop was hosted by Col. (P) Alphonsa Gilley in coordination with the intelligence directorate for Reserve affairs. Gilley is the deputy commanding general individual mobilization augmentee to INSCOM.

Gilley told attendees of the importance of Reserve Component contributory support as INSCOM continues to down size. Gilley stated he was "committed to developing an integrated active/Reserve Component attitude of support." Workshop presenters stressed that major subordinate command S3s, must be actively engaged in the implementation of the plan.

Presentations included the active/Reserve Component seamless partnership concept, the future Reserve Component force structure planning and updates on the individual mobilization augmentee program.

Each major subordinate command provided an overview of its initial Reserve Component support and integration assessment. The assessment included an identification of how active and Reserve Component responsibilities are managed within the major subordinate commands, Reserve Component resources available to the major subordinate command, identification of mission shortfalls which can be supported by the Reserve Component; and specific issues related to active and Reserve Component integration. Attendees identified key areas of concern during the workshop, which included future funding of drilling individual mobilization augmentees, clarification of tasking/request chain for non-Wartrace support, and funding for Reserve Component contributory support. Specific milestones and action plans were developed for addressing all concerns.

❧

Maj. William A. Boik and Maj. Annie H. Spiczak are both drilling individual mobilization augmentees assigned to the INSCOM directorate of Reserve affairs at headquarters, INSCOM, Fort Belvoir, Va.

Defense Attaché System Open to You

If you're an active duty Army NCO in the grade of E-5 through E-7 and are looking for a challenging and rewarding new career field, consider an assignment with the Defense Attaché System.

The Defense Attaché System is recruiting only the most qualified NCOs for joint service staff assignments. Assignments are available within American Embassies in over 80 locations throughout the world. Selected NCOs represent the United States Army and the Defense Intelligence Agency while serving in diplomatic assignments within Europe, North, Central, and South America, Africa, the Far East and the Middle East.

"No other Army program provides soldiers with the opportunity to live and work in so many different countries as well as experience so many diverse and unique cultures. From Austria and Brazil to Yemen and Zimbabwe, these world-wide diplomatic assignments offer unmatched opportunities and challenges," said Sgt. 1st Class Philip B. Gale, Army attaché management's enlisted assignments manager.

NCOs considering attaché duty must be on active duty, qualify for a top secret security clearance, have a general technical score of 115 or higher, a clerical score of 120 or higher, a typing score of 40 words per minute or higher, and be computer literate with the latest word processors. In addition, soldiers must test 100 or higher on the Defense Language Aptitude. All family members must be U.S. citizens and meet the medical standards for the country of assignment.

Prerequisites, application procedures and countries available within the program can be found in AR 611-60. For more information, contact Gale at DSN 923-2134 ext. 2633 or commercial 410-677-1240 ext. 2633. (Submitted by Sgt. 1st Class Philip B. Gale)

✶

Editor's Note: Defense Attaché System assignments are available for active duty officers, U.S. Army Reserve officers, Army Reserve Forces officers and warrant officers. For more information, see AR 611-60.

Predator

This unmanned aerial vehicle takes the sting from surveillance flights. The crew is never in danger of being shot down because they are always on the ground.

By Shirley K. Startzman

"**M**aintenance is simple. The best thing about the Predator is its ability to fly long flights and to perform critical missions to inform us of valuable information we need," said Petty Officer 3rd Class Gary Bellar. He is a U.S. Navy aircraft structure mechanic who takes pride in maintaining the Predator aircraft at Fort Huachuca, Ariz.

"While it is true we have "off-the-shelf" technology, we are still trying to determine a logistics trail for the aircraft and its system," said Maj. Ed Fisher, assistant operations officer and class leader for the U.S. Air Force Team One. Team One is training on the Predator.

The Predator is one of several unmanned aerial vehicles used to conduct surveillance and reconnaissance for INSCOM and the U.S. Army. It is a newer, improved model of the GNAT-750 and offers longer endurance flights with a larger payload capacity and low maintenance. The Predator's payload was increased to allow it to carry a UHF and Ku-band satellite data link system, a synthetic aperture radar and more fuel to fly up to 40 hours on one mission.

As Bellar walks around the Predator used for training purposes at Fort Huachuca, he points out each part, names it and gives visitors the "Cliff Notes" version of what it does.

At the tip of its needle nose, Bellar deftly touches the "angle of attack" piece, which pilots watch to determine the angle the plane is flying.

A short distance from the nose tip hangs the "'yaw" string. "This helps to show the pilot which direction the Predator is going," said Bellar. "If the pilot sees the string flying to the right or left, it indicates the plane is turning (changing direction). If it flies straight toward the pilot, the plane is going straight ahead," he explained.

"As in any aircraft, a heading indicator is the primary source of directional information," said Fisher. "A yaw string is attached to the pitot boom to provide an indication of coordinated flight," he said.

A fixed-lens television camera lens is encased just beneath the point where the nose attaches to the plane's body. What the lens sees in front of it is what the pilot of this remote-controlled plane sees in his "cockpit on the ground." The heated lens ensures the lens remains free of obscuration when icing is encountered.

The camera lens function "is to see in a straight line," said Bellar. "It allows the pilot to see the yaw string, which shows the direction the plane is going...and to see the runway on landings and takeoffs."

The plane's electrical power is generated by an engine-driven alternator inside the plane's cargo hold. A gasoline engine powers the plane and provides electricity to all the
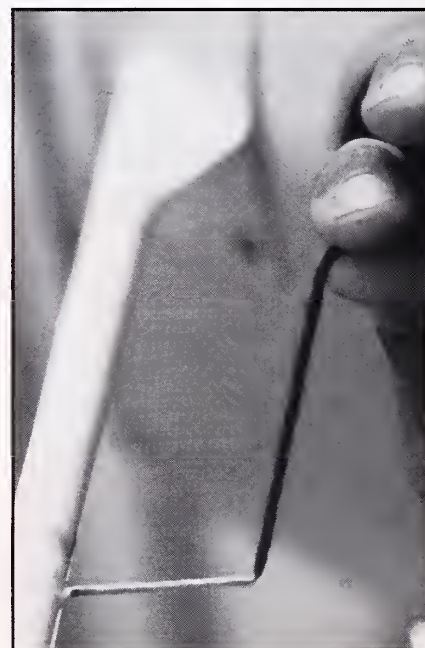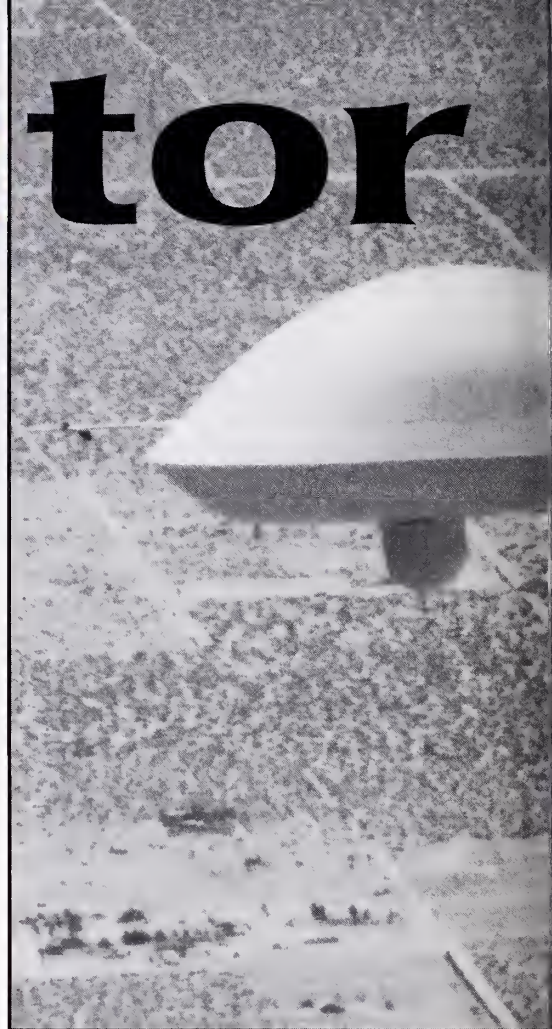
equipment, including the landing gear. Servos operate the landing gear.

The plane's reconnaissance payload is located in the nose. According to Bellar, the primary control
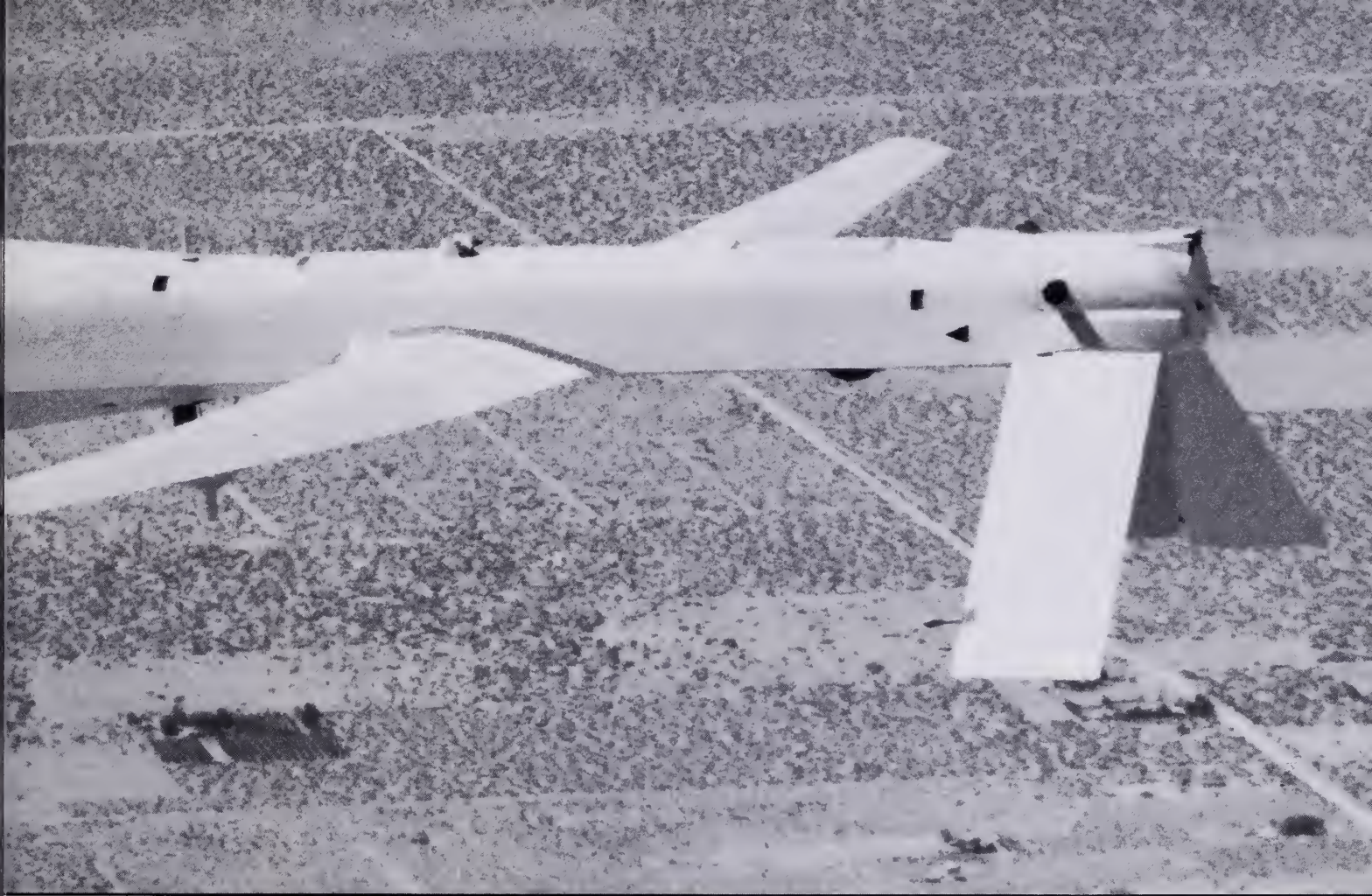
module is the main brain in the plane's front bay and operates all equipment.

The back electronics bay works electronics in tandem with the

Top: The Predator can fly up to 40 hours on one mission to transmit images to the ground control station. (Photo by General Atomics Aeronautical Systems, Inc.)

Left to right: The "yaw" string hangs from the Predator's nose section in front of a camera lens. The pilot uses it to help determine which direction the plane is flying. The pilot uses a control stick to operate the plane by remote control. Images from the Comiscar television camera lens mounted in the plane's front section allow the pilot to fly the Predator by remote control. Landing gear is raised and lowered by actuators powered by electricity. (Photos by Shirley Startzman)

Petty Officer 3rd Class Gary Bellar, a U.S. Navy aircraft structure mechanic, checks the angle of attack piece, which shows the pilot the angle at which the plane is flying. (Photo by Shirley Startzman)
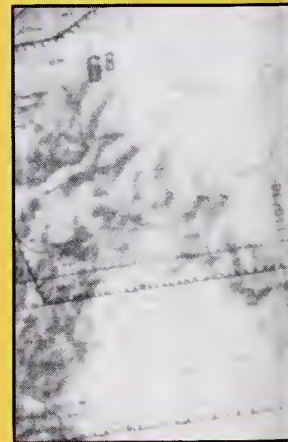
Top: The Predator transmits signals to receivers on the ground control station.

Bottom: Television screen monitors show images transmitted by the Predator in real time. (Photos by Shirley Startzman)

primary control module. The back bay also contains the secondary control module which monitors the engine.

A two-person team operates the Predator's equipment by remote control from an electronic cockpit on the ground known as the ground control station. The station is self-contained inside a trailer near the runway. The cameras and sensing equipment on board the Predator transmit information to electronic monitors in the ground control station.

According to Bellar, the pilot uses line of sight to conduct takeoffs and landings. Once the Predator is airborne, the pilot flies it using flight monitor signals. The pilot controls the Predator's movements by control stick and other computer equipment. The second crew member is the payload operator, who works the imagery equipment. A third crew member is used to help the aircraft route to and identify targets, move information and save digital images. The pilot's communication link with the Predator is through a lower directional omni—an antennae on the Predator which picks up waves from the ground control station.

"If we lose link on the lower directional omni, the plane is normally programmed to come home (back to the take off point or airstrip)," said Bellar. "Once home, it just circles until we pick up the link by sight," he explained.

"We can send this airplane out over enemy lines. If it gets shot down, we lose the plane instead of a crew. We save a lot of money (and lives) with the Predator," said Bellar.

�

Mrs. Startzman is editor of the INSCOM Journal.

Predator is Commander's Tool

By Shirley K. Startzman

While the Predator is transmitting images to the ground control station, the payload operator captures them in still images and on continuous video recording. The video images by themselves offer immediate visual benefits; but commanders on the battlefield need more than facts.
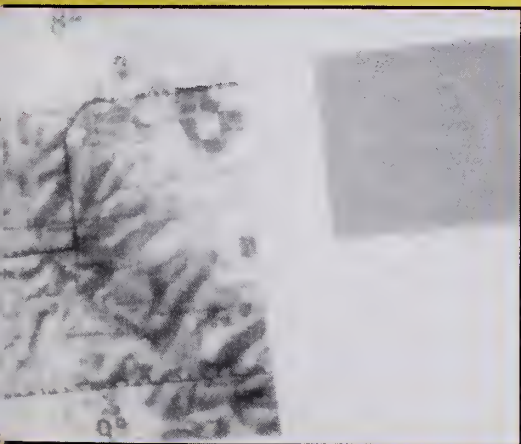
The INSCOM analysis of the images provides a total intelligence package of information to commanders on the battlefield. The analysis encompasses all actions of the aggressor, such as troop and equipment movements and maneuvers; movement speed and direction; changes in terrain created by movements or battles; status of equipment and supply lines. The intelligence analyst blends the facts and ethnocentrism to predict which actions an aggressor is most likely to make in certain situations. Commanders can use this information to plan their actions. Getting the images from the Predator quickly is key to providing this analysis.

"The imagery is transmitted on either still frame digital format or live video. We transmit still frame through TROJAN Spirit equipment. We can transmit live video via satellite communications link," said Tech. Sgt. Richard F. Chase. Chase is an imagery analyst/payload operator temporarily assigned to the 304th MI Battalion, Ft. Huachuca, Ariz.

Video received in the ground control station is passed to the TROJAN Spirit van for distribution via JDISS or JWICCS worldwide intelligence distribution systems.

The Predator successfully performed missions during the Roving Sands exercise in April 1995 and a Special Operations Command exercise in June 1995. It conducted flight operations over Bosnia while deployed to Albania.

The Predator flew over 850 hours and 128 missions supporting NATO operations of Provide Promise, Deny Flight and Deliberate Force. In March 1996, it deployed again to Bosnia carrying installed synthetic aperture radar.

INSCOM continues to develop new technologies of surveillance for use by the U.S. Army and other services. The Predator is part of the Tier II package of deployment which employs battlefield surveillance. Information from the Predator can be used by commanders to plan strikes and search and rescue missions, assess battle damage and verify treaty and peace keeping.

It is one more intelligence tool INSCOM provides to commanders.

✖

Mrs. Startzman is editor of the INSCOM Journal.

Aerial Reconnaissance

Photographers often rested the unmounted aerial camera on the rim of their cockpit. (U.S. Army photo)

Told to "go up there and take a look," World War I soldiers rested a camera on the cockpit rim and snapped photos from an airplane at 200 feet.

By Karen Kovach

Military commanders have always sought the high ground, not only for the obvious tactical advantage, but the higher the better for spying on the opposition. The primary role of intelligence serving an Army in the field is to tell the commander about the enemy. Intelligence included the enemy's position, strength, organization, equipment, location of reserves and, as near as can be judged from information obtained from all sources, the enemy's intentions.

During the Civil War, Professor Thaddeus Lowe supported Gen. George McClellan's Army of the Potomac as it advanced on Richmond, Va. There was little aerial photo reconnaissance in that time, so Lowe relied on the human eye, the sketch pad and a balloon. The balloon remained safely behind the front lines, anchored by soldiers who slowly let out the balloon's lines to a height of about 1,000 feet.

Serious experiments with airborne cameras were well under way by the end of the 1800s. The Signal Corps tested balloons, dirigibles and aircraft as platforms, but found that cameras and hydrogen balloons were not compatible. The primitive cameras

of the day were large and bulky, while the balloon baskets were relatively small.

A variety of alternatives for sending cameras aloft were tried and discarded. In the 1890's, Hugh Wise, an infantry officer, experimented with hanging a camera from a large kite. This particular means did not prove to be of lasting use. In 1909, an enterprising photographer, believing that cameras timed to shoot at planned locations had some military value, took the use of the carrier pigeon a step further. He demonstrated his patented pigeon camera at the International Photographic Exhibition in Dresden in 1909. The two-and-a-half-ounce camera, automatically timed to take photographs of the field below every 30 seconds, was strapped to the birds' breasts. The birds would then fly over the exhibition area. The resulting photographs were turned into postcards. Nothing seems to have come of pigeon reconnaissance, however, as a military application.

The Signal Corps continued developing balloons as cameras were made smaller and easier to operate, but also adopted a new invention by the Wright brothers. The airplane really got reconnaissance off the ground.

The airplane and the radio were new technologies introduced into World War I. Aerial reconnaissance came into its own in the 1914-18 war with the airplane's increased capabilities. The airplane could gather information over enemy-held territory through both visual and photographic missions. New tasks evolved too, such as artillery ranging, which made direct air-to-ground communication vital. Before the wireless transmitter and receiver were introduced early in 1915, various methods of communication were used: dropping messages in cans, signaling with flags from the rear cockpit, and flashing coded signals by a lamp.

The World War I battlefield differed from the Army's experience. Dug-in, sluggish trench warfare replaced cavalry charges and infantry marches of past wars. The lack of movement, together with anxiety about the enemy's plans to break the deadlock, forced the opposing commanders to ensure that

It was easier to shoot an unmounted aerial camera at an angle than it was to point it straight down. For this reason, most of the photographs taken during World War I were "obliques," as opposed to perpendicular "verticals." (U.S. Army photo)

they could look far into the enemy's rear areas. By the end of 1914, both sides on the Western front had accepted the aircraft as the prime method of obtaining intelligence about the enemy.

Airplanes added two critical factors to aerial reconnaissance: speed and range. Unlike balloons, airplanes did not have to be tethered and could go anywhere searching for information and return speedily. Photographic intelligence furnished valuable information to commanders regarding preparation of a front for a coming offensive battle. Photographic intelligence detected new ammunition dumps and new extensions of roads and railroads used to transport ammunition and build ammunition dumps. The airplane, with its photography properly used, made it virtually impossible for an enemy to conduct these activities without being discovered.

Reconnaissance planes carried a two-person team: the observer-photographer and the pilot. The pilot's job was to get the observer-photographer to the place to be observed or
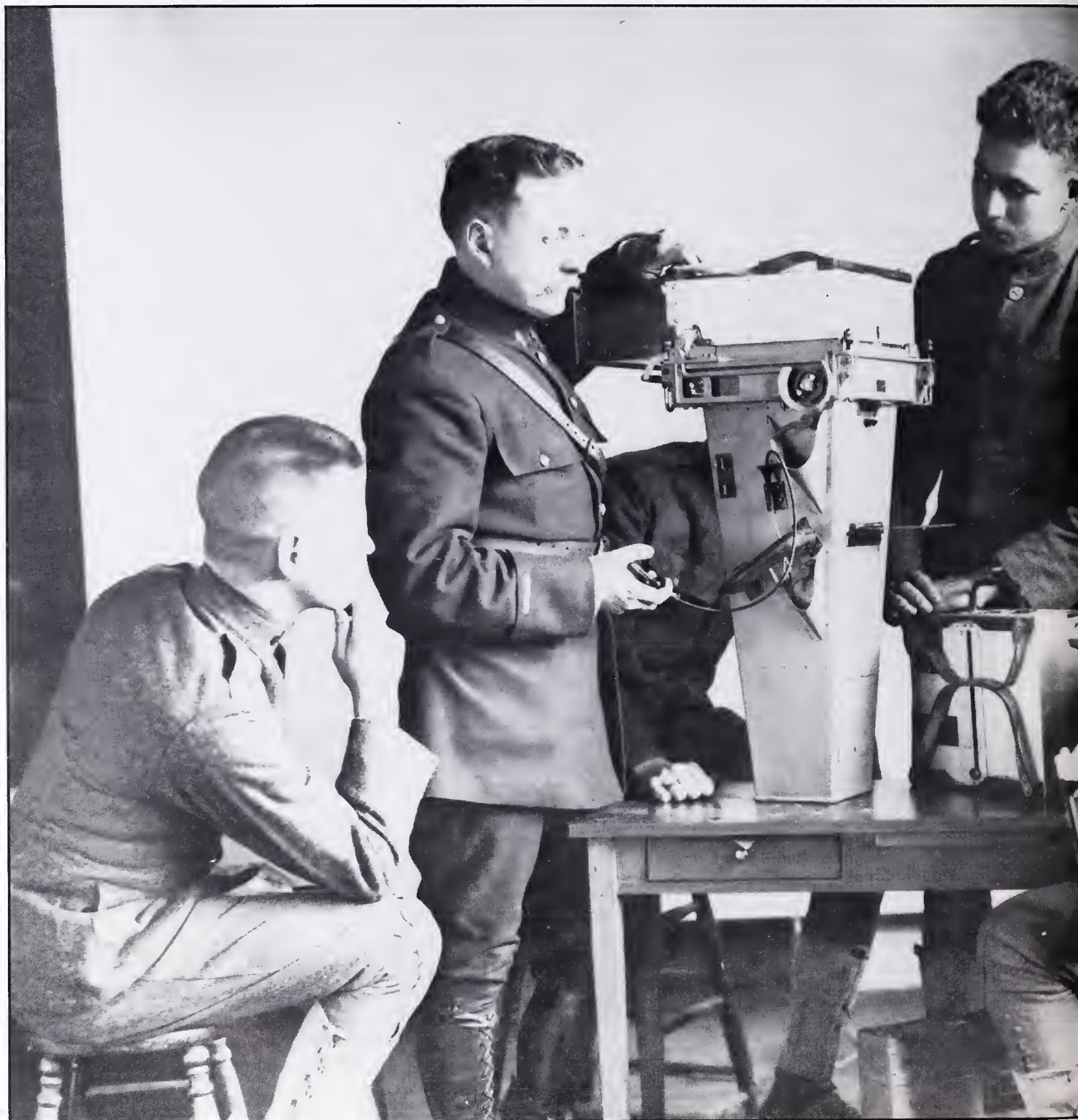
photographed and to hold the plane steady enough so that a clear picture could be taken. Pilots often flew missions as low as 200 feet to clear the cloud cover and get the information requested. Sometimes the camera was bolted to the metal cockpit ring which usually held a machine gun. The technique steadied the camera, but the loss of the weapon made

the aircraft far more vulnerable to attackers. The camera weighed between 35 and 100 pounds and was usually hand-held by the photographer. It proved easier to shoot at an angle while resting the camera on the rim of the cockpit than it was to lean out into the strong winds and point it straight down. Consequently, many of the photographs taken during World War I were "obliques," as opposed to perpendicular "verticals." Both terms are still in use in the imagery intelligence discipline today.

The shortest of the camera lenses had focal lengths of 8.5 inches, while the longest neared 40 inches. The photo plates, a form of film used at the time, had to be changed by hand, although some were attached in belts for quicker loading. Eventually, roll film started to become available. Plate film used by the Allies returned negatives sized 7 x 9.5 inches, while roll film measured 4 x 5 inches.

Overall, the quality of photographs was quite good, considering the still-primitive state of equipment and the constant engine vibration which caused blurring. Fog and rain made night flights difficult. High winds, cloud cover and generally poor visibility degraded the quality of the photos or grounded flights altogether. In spite of the problems, reconnaissance planes abounded during the war as their importance became established.

Aerial reconnaissance had reached mammoth proportions by the autumn of 1918. During the Meuse-Argonne Offensive, 56,000 aerial reconnaissance prints were delivered to various U.S. Army units within a four-day period. The number of prints produced between July 1, 1918, and Armistice Day totaled 1.3 million, according to the U.S. Air Force's official account.

Toward the closing months of the war, aerial photographs were handled so efficiently that a photograph could be taken, brought to ground, developed, printed, interpreted and used as a basis for giving American batteries the proper range for artillery fire in just 20 minutes.

Throughout the war, interpreters analyzing the photographs kept pace with the prodigious yield. Comparative coverage, which remains a cornerstone of imaging analysis, was developed relatively early. It involved comparing pictures of the same target which were taken on successive days or weeks to spot such changes as troop buildups, withdrawals or new construction. Interpreters were taught to spot points of interest in the photographs and to "exploit" what they saw (draw a conclusion, taking into account information from other sources). They used stereo viewers for a three-dimensional effect which helped them to notice objects of interest and determine their size. They learned to assemble many photographs into large photo mosaics depicting entire combat areas.

Eighty years have passed since airplanes and radios were introduced to the battlefield. Each passing decade from World War I to the present has brought advances in technology and an expanding role for photo intelligence. Today's modern imagery intelligence, epitomized in satellite reconnaissance in a relatively brief time went from a low-flying plane to invisible eyes in the sky.

Ms. Kovach is assigned to the history office at INSCOM headquarters, Fort Belvoir, Va.

Photographers learned to operate the aerial camera in World War I.
(U.S. Army photo)

ool Time
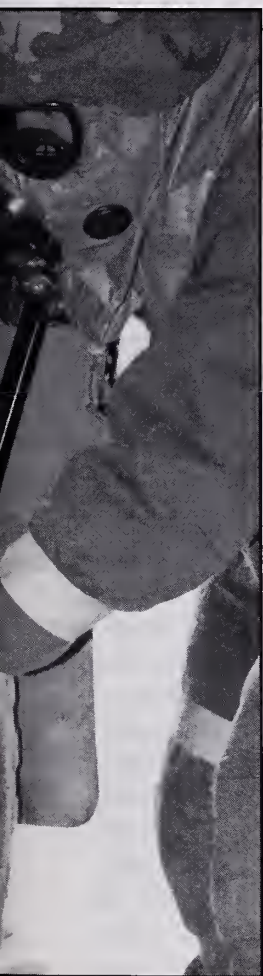
Story by Spc. Michael Denison

The Army may go rolling along, but not without its mechanics. When members of the 513th MI Brigade at Fort Gordon, Ga., jump into a HMMWV or truck, they don't think twice about turning the ignition and stepping on the gas...or diesel fuel. The 297th MI Battalion motor pool mechanics wouldn't have it any other way. They take personal pride in maintaining the vehicles in top condition, especially during field training exercises such as Bold Knight.

"We have a diverse force of soldiers which includes fuel handlers, generator mechanics, vehicle mechanics, and air conditioner mechanics. We all need each other to be completely operational," explained Sgt. 1st Class Steve Staudinger, non-commissioned officer in charge of the 297th motor pool.

Mechanics working in field exercises both intensify and enhance their skills in situations needed for wartime movements. "A majority of the skills I learned at school are applied out here," said Sgt. Shawn Butler.

So go ahead and kick the tires, start the engine and shift into first gear. It will run...the mechanics at the 297th motor pool guarantee it!

✠

Spc. Denison was assigned to the 513th MI Brigade public affairs office.

Far Right: Spc. Richard Stuckey, 201st MI Battalion, pumps gas at the field motor pool. (Photo by Spc. Michael Denison)
Top center: Spc. Robert Harris, 297th MI Battalion, maintains a generator during exercise Bold Knight. (Photo by Spc. Michael Denison)
Top right: Sgt. Shawn Butler rechecks generator connections. (Photo by Pfc. Karen Cisney)
Bottom Center: Sgt. Joseph Dolan tightens lug nuts while in MOPP 4 gear. (Photo by Spc. Michael Denison)

Surfing the Internet

Welcome to the nineties: we can boot you up, log you on, bring you on-line and send your e-mail in a nanosecond

By the INSCOM Public Affairs Office

Lately it seems as though every magazine article you read and every radio or television program you hear or watch has more advertisements than program content. Advertisers list their address on the package if you want to contact them about the product. This address is not a street address with a city and state; it is a series of letters and a couple of dots which appear to some consumers as a cannibalized Morse code. Welcome to the nineties: this is the manufacturer's address on the Internet...and once you learn the code, you'll find the world at your finger tips.

Never before have we controlled so much information from so many sources in the comfort of our not-so-private homes. The access to this information is through your own computer and a network known as the Internet.

Quite simply, the Internet is a computer network of many networks. It is a giant agreement among thousands of computer systems for connectivity: systems talking to other systems, sharing information.

The Internet contains government computer systems, owned and operated by nations throughout the world.

Schools and universities also have their own systems, as do large corporations such as IBM and Microsoft. Systems which are operated by non-profit organizations offer on-line computing "to the people." Along with that connectivity are the systems which make it all possible: commercial enterprises which, for a price, will allow you to access this amazing interconnected service. The original vision of this global connectivity was not so ambitious.

Few people realize the Internet originated within the U.S. Government. It began over 20 years ago as a U.S. Defense Department network called the ARPnet. Its specific use then was to support military research; in particular, research about how to build networks that could withstand partial outages (such as bomb attacks) and still function. Its philosophy was to get every computer on the network to talk to one another by placing data into an electronic envelope (called an Internet Protocol packet) and "addressing" the packet correctly. The information was expected to arrive at the correct addressee. It worked, and the reaction was immediate.

Responding to market pressure, Internet developers began installing their Internet Protocol software on every conceivable type of computer. This allowed computers from different manufacturers to communicate with one another. About 10 years ago, Ethnet local area networks (often called LAN lines) and work stations began using regular telephone lines for connectivity. Most of them were equipped with Internet Protocol networking. The local area networks allowed more people access to information, which overloaded the existing capabilities of telephone lines.

In 1987, Merit Network Inc. contracted to manage and upgrade the network. At the time, they operated the Michigan educational network in partnership with IBM and MCI.

They replaced the old network with faster telephone lines and faster computers which handled the tremendous increase in use. The Internet system began with a few thousand people; it is estimated between 30 and 40 million users are "on line" today. Increasing numbers of users are joining the Internet daily, demanding access to more and more information.

If you are not a user today, you will be shortly. There are a few things you should know about joining the Internet. First, you will want to consider what it takes to get connected, what equipment (hardware/software) is needed, how to install the equipment, and "incidentals" you might need to access the Internet.

Alexander Graham Bell transmitted the first telephone message on March 10, 1876, to his assistant saying, "Mr. Watson, come here. I want you." Bell's connection was one wire leading to Watson, who was in the next room. Your computer's connection to the Internet is a little more involved; you must decide which connection best suits your needs. There are four basic types of Internet connections, all of which must be connected to an Internet host. A host computer connects directly to the Internet and contains an Internet address to which other computers can send messages.

The best type of connections are called permanent connections. With this method, the user's computer or terminal is wired directly to one particular computer, which is in turn permanently connected to the Internet. This is the type of connection system universities and employers have because it allows access to many users, such as all the students on one campus or all the workers in one company.

Dial-in direct connections are available through a service provider, which we'll talk about later. It may help to think of this as similar to a long distance telephone carrier. These connections allow you to dial into their computer across a phone line and then switch into

dial-in direct mode. Your computer acts as if it were a host on the Internet. For instance, files you copy from other computers are sent directly to your computer, not the service provider's computer. This is the second-best type of connection, but it too can be expensive and complicated to set up.

Many service providers have dial-in terminal connections accounts. If you use this method, you dial across the phone lines, but your computer stays in the "terminal" mode once it connects to the service provider's computer. It doesn't appear to be connected to the Internet directly; it's just a terminal connected to the service provider's host computer. If you wanted to copy files from a computer on another continent, you would first copy them to your service provider's host computer. Then you must transfer them back to your own computer, using your communication program's data transfer commands. These are often known as dial-up or interactive connections.

Some Internet users have only mail connections to the Internet. They can send and receive mail, but that's all. You can use many of the Internet's special features "through the mail," but it is difficult and takes practice. Most people who choose to go on-line find this type of connection too restricted. The two most used systems are the permanent connection and the dial-in connection.

Regardless of the type of connection, you will need some equipment and information to make the connection. At a minimum, you will need an Internet account, a computer, a modem, simple communications software, communications parameter information, a log-in name, and a password. You must select and sign up for an Internet account through a service provider. Service providers are varied and sell different provider packages to consumers. The number of service providers is growing to meet the growing demands for line access and varied services. Some providers charge a flat monthly fee if you contract for a year's use; others charge a flat rate for a certain number of hours each month. Shop around first to get the best deal for you.

You will need a personal computer to access the Internet. If your computer can run telecommunications software and be connected to a modem, you can use it to get on the Internet. The modem (another piece of equipment) converts your computer's digital signals to analog signals which can be transmitted over the phone lines. Many of the newer computers have pre-installed FAX/Modem capabilities. If you have an older computer, consult your system administrator or a dealer to determine whether or not your computer will work with a modem.

Along with the hardware (your computer and modem), you will need simple communications software (a program). You don't need fancy communications software to get on the Internet. Some of the service providers offer free software (a start-up disk and a certificate) when you join.

The last two things you'll need are a log-in name and a password. The log in name is simply a name the computer recognizes as the user (think of it as a return address). You must identify yourself (log-in name) to the Internet host and you must confirm that you are who you say you are (password). You will choose your password as you are installing the Internet software, so give some thought to it first. It should be something you can remember with ease. Avoid picking a password that someone might guess, such as a child's name, your name, etc. The best password is a random jumble of characters, but one you'll remember. Never share your password with anyone.

Now you're ready. All you have to do is to install your software by following the instructions which come with it and you are connected. Remember, there are no free rides. Each service provider expects to be paid. As you are installing the initial software, you will most likely be shown the rates for their service and asked how you would like to pay. Most providers prefer a credit card payment; you enter your card number and follow the rest of the instructions. Although it's not the preferred method, service providers will allow you to pay by automatic deduction from your checking account but there is normally a service fee attached. Once you've completed installing the software, you are on line and ready to go.

You may be asking yourself, *"Go where?"* The answer is simple. By entering the Internet, you gain access to thousands of networks and millions of people who use them. You will have an unlimited amount of information at your finger tips. Everything you ever wanted to know about education, hobbies, travel, news reports and news groups is available to you. You can talk to other users in group or private discussions on a variety of topics. "Other users" means local, across the country or around the world. You will also find that you have the ability to talk to our elected officials in Washington, D.C. via the Internet; they are joining too. You can make airline reservations, shop by computer and read the day's news.

One of the Internet's most popular features is its electronic mail, *or e-mail*. Internet provides a cheap and convenient way to send messages across a computer network to friends and colleagues across town and across the world. Instead of writing a message, placing it in an envelope and dropping it in a mailbox, you send the message across the Internet to any user anywhere. Almost all colleges now offer e-mail to students as part of their administrative fees. Students use it to contact professors and to keep in touch with other students on their own campus or at other colleges and universities.

The advantages of e-mail are significant. Often cheaper than mail, e-mail almost always is cheaper than a phone call. It is much faster than the mail, often taking a few seconds or minutes. No need to worry about whether the recipient is there to receive the message, they can read it later. (Your message stays in the receiver's e-mail "electronic box" until read.)

E-mail simplifies international correspondence. You don't need to worry about time zones or talking to a receptionist who doesn't speak English. You can create mailing lists which allow you to send one message automatically to a group of people.

E-mail isn't perfect. Sometimes your e-mail goes unanswered or unread. Occasionally, e-mail is undelivered. And sometimes, you just need to communicate by telephone.

In order to send someone e-mail, you need that person's complete electronic address. An e-mail address contains three parts: the person's log in name, an @ sign, and the domain. The domain identifies the host computer which stores the addressee's mail on the Internet. For instance, President Clinton's log in name is, not surprisingly, president. The domain of the computer that sends and receives his mail is whitehouse.gov (the .gov at the end refers to government computers). If you

wanted to send President Clinton an e-mail message, you would address as follows: president@ whitehouse. gov.

Immediately after you are on line, you will hear the term the World Wide Web, otherwise known as the Web. The Web is a new electronic medium system which accesses information on the Internet. Using a special application known as a Web browser, you can access hyperlinked multimedia Web documents. These documents are known as pages, or sites, and are stored on Internet-connected computers around the world.

The Web is the fastest-growing service on the Internet. In June 1995, analysts estimated two million people had access to the Web. Several million more people will join them as the major on-line services initiate their own Web browsers.

The Web began in 1989, at the European Center for Particle Physics in Geneva, Switzerland. The Web allowed scientists to publish hypertext documents over the Internet. Hypertext is familiar to anyone who has used a windows help file: double-clicking a highlighted phrase on one page summons a second page explaining the phrase more fully. On the Web, hyperlinking allows a user to follow ideas and themes from one Web page to another, regardless of whether those pages are stored on a single computer (or Web server) or scattered on servers around the world. In network language, this type of hop scotching is referred to as browsing, cruising and surfing.

Eventually, Web publishers began creating pages using something called Hypertext Markup Language. In addition to hyperlinking, called Hypertext Markup Language

also supports high-resolution graphics, audio, and video and lets page designers organize text.

The Web expanded slowly until late 1993, when programmers at the University of Illinois' National Center for Supercomputing Applications released Mosaic, a piece of freeware that translated Hypertext Markup Language coding into interactive Web pages. By making the Web accessible to more people, Mosaic quickly gained popularity. This sparked new competition and 24 months after Mosaic was introduced, several windows-based browsers were on-line. Browsers do more than just view Web pages; they also give you access to other Internet services, including e-mail, Gopher, file transfer protocol, Usenet, news and wide area information servers. The Web browser could become the only software tool you'll need to make the Internet easier than ever to access. As with all new technology, you will need special communications software to use these new tools. Help is on the way.

For those users who don't want the hassle of acquiring and configuring different accounts, Web connections will be made available to customers in updated versions of their operating systems. The major commercial on-line services have already made, or will soon make, Web access a standard part of their offering.

Mosaic's creation accelerated the shift of Web usage from scientists and academics to commercial and consumer users. It also spurred the creation of Web pages which included color pictures, sound, interactive forms and video clips. Art galleries, museums, schools, magazines, cities and the Library of Congress are on the Web. The White House has a Web site complete with a sound clip (or byte) provided by Socks, the First Cat.

The information highway is your ticket to knowledge, available with a few simple keystrokes on your computer. The Internet is the future, so set the cruise control for "browse" and experience the world at your finger tips.

REFERENCES
1. *The Whole Internet*, by Ed Krol.
2. *Ten Minute Guide to The Internet*, by Peter Kent.
3. *America Online's Internet for Windows, Second Edition*, by Tom Lichty.
4. *The Official America Online for Windows Tour Guide*, by Tom Lichty.
5. *PC World*, June 1995.
6. *PC Magazine*, Oct 94; May 95.
7. *Online Magazine*, Jan 94; Jul/Aug 95.
8. *Unix World*, Dec 93.

Delegates Resolve Issues

INSCOM Family Action Planning Conference attendees settled 13 of 16 issues in two days, sending three issues forward for resolution

Story and Photos by
Staff Sgt. Alicia K. Borlik

"I think the military family is the last best hope for America," said Col. Talmadge R. Varnado II, deputy commander, U.S. Army Intelligence and Security Command. Varnado spoke during the opening of the INSCOM Family Action Planning Conference held April 23-25 at Fort Belvoir, Va. He stressed the value of retaining quality soldiers, telling delegates the Army leaders must maintain quality of life standards and communicate their commitment to the Total Army family.

As clear proof of INSCOM involvement in the family action plan, 18 command representatives from the American, European and Pacific regions converged on Fort Belvoir, Va., to work 16 family issues submitted by subordinate commands. The delegates spent two days identifying and prioritizing each issue, deciding to resolve it at the local level or send it forward to Department of Army officials for consideration.

At the end of two days, the delegates had whittled 16 issues to three finely tuned issues to be forwarded to the Department of the Army level. These included dislocation allowance for retiring soldiers, supplemental care funds for active duty and the allowance of case-by-case exceptions to 10-day temporary lodging expense (TLE) limits.

Presently, the Joint Forces Travel Regulation does not authorize retiring soldiers to receive dislocation allowance. This could result in financial hardship during a soldier's transition to civilian life. The group suggested approving the dislocation allowance for retiring soldiers.

Front row (left to right): Command Sgt. Major Sterling T. McCormick, INSCOM; Li Whipp, U.S. Army Security Coordination Detachment; Portia Davidson, INSCOM family action plan coordinator/special program advisor; Sarah McCormick, INSCOM; Marla Troup, chief, human resources, INSCOM; Juileta Arreola, U.S. Army Field Support Center; Lisa Drouillard, Visual Information Division, INSCOM; Liz Thomas, INSCOM; and Capt. Glen Simpkins, INSCOM.
Back row (left to right): Wendy Bulkin, 470th MI Brigade; Diane Olsen, chief, civilian personnel division, INSCOM; unknown; Valerie Clayton-Banks, 718th MI Group; James Layden, 702d MI Group; Teresa Ann Fox McCue, 66th MI Group; Patrick Morgan, 500th MI Brigade (behind McCue); Heather Crow, INSCOM Support Battalion; Richardo Robinson, U.S. Army Foreign Counterintelligence Activity; Richard Martin, National Ground Intelligence Center; Brady Barton, 513th MI Brigade; David Cooper, 703d MI Brigade; Linda Ritchie, 501st MI Brigade; Ben Shaw, 902d MI Group; and Diane Hamm, INSCOM equal employment opportunity manager.

Delegates broke down into workgroups to discuss possible resolutions to current issues.

The delegates also suggested changes in supplemental care funds for active duty soldiers. They recommended allocating specific funds to medical commanders to allow them to use the most expedient and cost effective medical care available for active duty soldiers requiring non-emergency care.

Delegates also recommended changes to allow case-by-case exceptions to the 10-day TLE limit.

Before the delegates separated into work groups, several experts from the Departments of Defense and Army and the Army Research Institute gave presentations on various subjects as well as covering current issues and actions still being worked.

Experts included Sandy Vlcek, the Army Family Action Plan program manager, U.S. Army Family Community and Family Support Center; Dr. Bruce Bell, U.S. Army Research Institute for the Behavioral and Social Sciences; Col. Thomas Broyles, Office of the Surgeon General, Jane Burke, director of the DoD Quality of Life Program; Colleen Amstein, program manager, Army Better Opportunities for Single Soldiers Program; and Max Beilke, deputy chief, Department of the Retirement Services.

Vlcek provided insight on the Army Family Action Plan process, explaining it as a democratic process. "The Army is currently the only service that has such a grassroots effort," said Vlcek. "It is a direct line from the people on the ground to the leadership. They bring unique perspectives on issues that may have Army-wide implications. You have the responsibility now to get the word out. The more voices heard through the Army Family Action Plan, the better. Don't forget: you are the voice of America's Army."

On the second day, delegates separated into two work groups: the American Region delegates and European/Pacific Region delegates. Two facilitators from the office of the deputy chief of staff for personnel were selected to monitor the work groups. Diane Olsen facilitated the American Region and Diane Hamm facilitated the European/Pacific Region group. Four subject matter experts assisted the groups in developing their issues. During the conference, Command Sgt. Maj. Sterling McCormick, INSCOM command sergeant major, attended various sessions, interacting with the delegates and offering advice.

Issue topics ranged from housing to family member dental care.

Before closing the conference, delegates briefed McCormick and senior INSCOM spouses, Liz Thomas and Sarah McCormick.

"I came in with minimal knowledge of Army Family Action Plan. I greatly benefited (from the conference)," said one delegate.

"I learned about many programs and problems I never knew existed. I feel my unit will be better because I was here," said another representative.

Delegates also showed honesty in discussing areas still needing attention.

"Too many (issues) weren't researched. They were local issues or had already been presented as part of a prior issue," one delegate noticed. She also suggested issues sent forward be *valid*, not simply "persona" in nature.

The future for the Army Family Action Plan was also discussed during the conference. Delegates wanted the annual conference to continue, especially at the installation and major command levels. The Department of Army level conference will move to a biennial event beginning in March 1997.

A memo from Gen. Dennis J. Reimer, Army chief of staff, reported 95 percent of all family action issues first raised are resolved at the local level. For this reason, Reimer wants all installations to continue holding annual symposia and forwarding appropriate issues to the major commands. He also advised major commands to continue their annual Family Action Plan Conferences to monitor issues of concern.

INSCOM will send three representatives to the Department of the Army Family Action Plan Conference in March 1997. One representative will be chosen from each region (American, Pacific and European). Those names should be released to the subordinate commands in December 1996.

Sgt. Juileta Arreola (standing) from the Field Support Center, Fort George G. Meade, Md., talks with Sgt. 1st Class David L. Cooper (seated left) from the 703d MI Brigade, Hawaii, during a work session.

Staff Sgt. Borlik is assigned to the public affairs office, 704th MI Brigade.

They Shall Know Us by Our Deeds

By Chaplain (Col.) James E. Russell Jr.

In most dictionaries the word, "ethics" is given as a synonym and is used to mean "related to the standards and philosophy of conduct or character from the point of view of right or wrong." In other words, ethical behavior equates to right and proper conduct.

Ethics is the name we give to our concern for good behavior. Ethical behavior recognizes and rests within a shared interest. Those who act ethically feel an obligation to consider not only their own personal well-being, but the well-being of others and of the society as a whole. Ethical behavior comes from one who recognizes and appreciates the interest of others. It is a shared interest which affects the means by which an individual can pursue personal ends. It is the recognition and personal acceptance of this basic order which we call ethical behavior.

Behavior becomes unethical when it favors a special interest out of proportion to, and without consideration for, the interest of others and for society as a whole. Thomas Paine wrote in 1776: *"a long habit of not thinking a thing wrong gives it the superficial appearance of being right."* He was writing about the apathetic acceptance by many of his countrymen of the numerous abridgments of freedom inflicted upon the Americans by King George.

Today the insidious tyrant which plagues our society and threatens to destroy our freedoms is called corruption. Corruption headlines our media on a daily basis. Visit any city in our country and read its newspapers or watch the news on television. You quickly will become aware of the level of corruption in our nation. You read and hear of man's inhumanity to man resulting from personal desires to achieve material wealth and advance in the work place, while simultaneously disrespecting others and society as a whole.

We experience corruption, violence, sleazy ethics and countless other atrocities everyday. Those who become a part of such acts are not concerned about others or our society, but for themselves. The Golden Rule, *"do unto others as you would have them do unto you,"* fosters the thought of being ethical in our relationship with others.

What is worse, as Thomas Paine suggests, is that we recognize and tolerate unethical behavior. We have come to accept the fact that, if given a chance, all too often many of us will cheat. Many refuse to speak by simply turning their heads and looking away from unethical conduct. Thus the unethical conduct is condoned and tolerated.

Why do we tolerate unethical conduct within our midst? There are several reasons. Some people are just weak, apathetic and afraid to take courageous and positive steps to stop such behavior. Others are involved and profit from unethical conduct. Some feel that as long as they observe reasonable ethical standards, they do not need to feel responsible for the conduct of others. Few recognize that to condone or tolerate an unethical act is to agree with it.

I do not want to appear to be a pessimist because I believe most people in our society strive to be ethical in their actions toward others and our society. I see good ethical leadership in our military. Commanders and leaders require and accept only the highest standard of ethics from those whom they lead. Ethics is the lifeblood of a free society.

Most people will not sit idly by and watch this great society be taken over by selfish people who only think of themselves. More and more, our leaders, especially in the military, have become intentional in establishing, implementing and enforcing codes of ethics, which promote good ethical conduct and, therefore, create a better society.

Ethical behavior is taught by those in authority or those having influence in our lives. It begins at home with parents and moves on to include teachers, clergy, commanders, counselors, etc. A very real truth is: we do not know who is watching and wanting to pattern themselves after us—who knows, someone could well be looking at you.

Ethical behavior defines an essential ingredient in one's personal character. Ethical behavior involves establishing, exemplifying, maintaining and enforcing the highest standard of professional conduct. It defines who we are and who we are not. As we act toward others, so are we defined by others. They shall know us by our deeds.

Chaplain (Col.) James E. Russell Jr. is the INSCOM command chaplain at INSCOM headquarters, Fort Belvoir, Va.
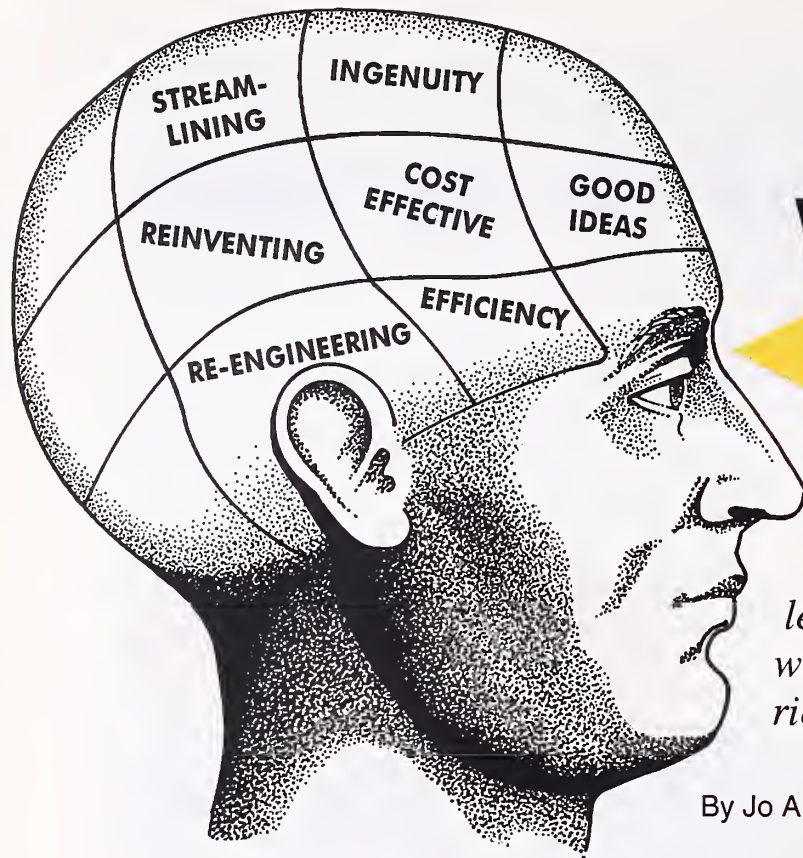
Working Smarter

"We can do it better, faster and with less money." INSCOM professionals were right on target; their success stories have saved a bundle.

By Jo Ann Mettille

"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity," said Gen. George S. Patton Jr. INSCOM units and staff members took those words to heart in instituting new and more efficient ways to conduct business. They rolled up their sleeves and took creative looks at streamlining, re-engineering, and reinventing processes and organizations. The results show reduced cycle time; savings in money, time and personnel; improved accuracy and better service to the warfighter.

Sharing these good ideas is a good idea in itself, as other INSCOM units and offices may adopt them as they are or with modifications.

703d MI Brigade Changes Computations

Two soldiers from the 703d Military Intelligence Brigade developed an automated variable housing allowance computation system for dual military couples. The automated procedure requires two minutes to compute variable housing allowance entitlement and replaces a manual procedure requiring 30 minutes. The automated system computes the correct amount of variable housing allowance entitlement, stores service member data and determines the amount to pay the service members. The Defense Finance Accounting System in Indianapolis, Ind., validated the program and instructed the 125th Finance Battalion to implement it. Approved for the Army Ideas of Excellence Program, the two soldiers received $3,000 based on a $300,000 savings to Department of the Army. It is under consideration for implementation Department of Defense-wide. For more information, contact Nora Vela at the 703d MI Brigade, DSN 455-0669.

704th MI Brigade More Efficient

The 704th made some internal modifications in the way they communicate. They established an electronic bulletin board to communicate electronically with their soldiers worldwide. Instituting an automated brigade read file, they placed it on their Local Area Network to increase the timeliness and distribution of information while reducing paper and reproduction costs. The brigade also established an electronic linkage to their subordinate battalion in San Antonio, Texas, to improve communications and reduce mail costs. For more information, contact Maj. Richard A. Huggler at the 704th MI Brigade at DSN 923-0210.

Over the past several years, the 470th MI Brigade personnel instituted changes in several areas to save resources and increase efficiency.

◄ Brigade officials developed a self-paced counterdrug imagery certification course to train newly assigned imagery analysts. The new method trains analysts in 30 days as opposed to the original training time of 60-90 days.

◄ The 470th MI Brigade imagery analysts crosstrained with still document specialists. As a result, two 96D personnel operated the photo lab for a month and sustained critical mission requirements in the absence of both photo lab specialists. The imagery analysts also worked side-by-side with the photo lab specialists and produced over 5,000 annotated photo prints to support OPERATION SAFE HAVEN/DISTANT HAVEN. The Operation involved the care and transportation of almost 10,000 Cuban raft refugees from Panama to Guantanamo Bay.

◄ The 470th liaison officer recommended changes to allow 470th MI Brigade temporary duty personnel to use excursion fares. Prior to this suggestion, the U.S. Army Forces Southern Command's transportation office in Panama issued unrestricted airline tickets to travelers which allowed for changes in the duration of temporary duty periods.

Statistically, the period specified in the orders for 470th Brigade personnel rarely changed. A savings would result if personnel could use excursion fare tickets. The U.S. Army Forces Southern Command's transportation office revised their rules to allow the change, and an average reduction of $135 for each 470th MI Brigade temporary duty is anticipated.

◄ The U.S. Army was leasing a commercial satellite circuit for $127,000 per month between Fort Belvoir, Va.; Miami, Fla. and Panama. In November 1994, an alternate route was implemented which bypassed the Miami relay switch. Using the alternate route saves $1,524,000 per year. In addition, the signal is now more stable with less down time.

◄ The addition of the U.S. Southern Command's Information Management System DISNET 3 connectivity and digital imagery exploration and production system provides the capabilities to view and upload imagery files from and to other database sources. As a result, the ITAC/ETUT communications circuit which served as an interface between Company B, 308th MI Battalion, and ITAC was eliminated. This action saves $22,000 per year.

For more information, contact Fred Sebastian, 470th MI Brigade at DSN 285-5766.

Imagery analysts were crossed trained with still document specialists providing support during Operation Safe Haven/Distant Haven in which they produced over 5,000 annotated photo prints sustaining critical mission support in the absence of photo lab specialists. (U.S. Army photo)

Deputy Chief of Staff, Logistics Improves Links

INSCOM's deputy chief of staff for logistics obtained Department of Army approval to reuse TROJAN SPIRIT I.VB satellite communication equipment coming out of Operations Desert Shield/Desert Storm for U.S. Army Europe communications requirements. Seven CLASSIC TROJAN locations in Germany are terrestrially linked via Deutsche BundesPost commercial lines to Hamlin, Germany. Signals are routed through the link prior to being transmitted over INTELSAT.

Elimination of the terrestrial links and installation of TROJAN CLASSIC EAGLE hardware will save about $780,000 per year in TROJAN communications. Modifications to four systems which are required to accommodate placement of the TROJAN CLASSIC EAGLE hardware were completed in mid August and shipped to Germany for installation. As of Jan. 15, 1996, two of the four TROJAN CLASSIC EAGLEs have been installed. Installations of the remaining two are on hold pending local directorate of engineering and housing completion of site preparation.

Public Affairs Office Saves $$$

Beginning in January 1995, the public affairs office at INSCOM headquarters began publishing the INSCOM Journal every other month instead of monthly. Public affairs office personnel expected to realize $20,000 a savings prior to October 1995. In September 1995, the U.S. Army Printing and Publications Command notified the office of a return of $36,000 in funds not spent in fiscal year 1995. Savings were realized by printing more pages in fewer issues and changing mailing procedures. Fifty percent of budgeted printing costs and 50 percent of budgeted postage costs were saved. The public affairs office saved additional postage costs of kraft paper envelopes ($.19 per magazine) by authorizing the contractor printer to use a self-mailer, as specified in the contract.

If you or your unit have success stories to share with INSCOM readers, please send them to Commander, INSCOM, ATTN: IARM, 8825 Beulah Street, Fort Belvoir, Va 22060-5246.

Ms. Mettille is the chief, management-manpower, office of the deputy chief of staff for resource management, INSCOM headquarters, Fort Belvoir, Va. She is also the INSCOM point of contact for National Performance Review initiatives on reinventing Government.
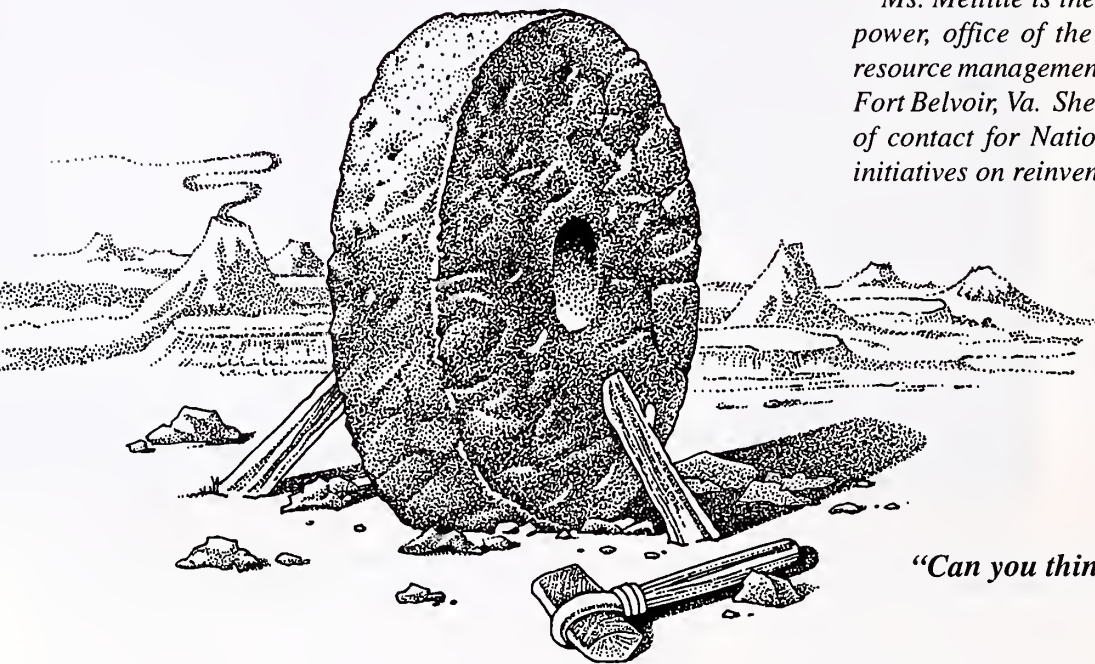
"Can you think of a better way?"

Using Common Sense

By Robyn Walick

"*Oh no! Not another lecture telling me to be safe, to do all the common sense things I know I should. I don't need that!*" How many times have you said this to yourself? Does the reality of living every day match your perception of how safe you think you are? Do you really follow the rules of "common sense" to avoid accidents and injuries? During the summer months, families take vacations and increase their outdoor activities. Those activities point to a myriad of areas where a quick brush-up on some basic safety tenets may protect you, your family, co-workers, and others from having summer activities ruined by an accident. By using the risk management process, you can avoid many common accidents.

"*Oh no, not another new safety buzzword! Whoever heard of risk management?* I don't need to do that!" Risk management is not something a safety geek devised to make life more complicated. It is a simple, workable, logical five-step process to help everyone make better decisions. Leaders are integrating risk management into the Army's way of doing business; you can make it a part of your life, too.

Five steps of risk management

1 Identify hazards.

2 Assess those hazards.

3 Make decisions based on the risks.

4 Control the risks as much as possible.

5 Supervise/monitor/review what you are doing.

"No again! That's too much for me to think about when I'm on vacation. I use risk management in combat. I don't want to work while I'm at home!" The greatest benefit of using risk management is that it isn't difficult, and people do it every day. Its aim is not just to increase combat readiness.

A great summer example is mowing the grass. You can identify and reduce potential hazards by using risk management. Your first hazard could be debris in the yard. Before starting to mow, inspect your yard for physical hazards such as rocks, branches or balls which could get caught in the mower blades. Removing them before mowing is risk management at work!

Your second hazard may be an inexperienced person using the equipment, such as a teenage son or daughter. To reduce the injury risk to them from powerful equipment, you can evaluate their knowledge and ability to use the mower, instruct them on proper maintenance/operation/clean-up to reduce the possibility of an accident and supervise the operation as necessary (perhaps while they are learning).

What other hazards can you identify with mowing the grass? Have you thought about flying objects (from those little twigs and rocks you didn't remove) and your eyes? How about the hill on the side of the house and the wet grass there? If you forgot to fill the gas tank before you started, will you try to pour gasoline into (or even worse on to) a hot engine? Will you touch the hot engine doing it? Do you have a grass catching bag in place? Does it work or are you hoping a rock won't kick out an opening and hurt your legs and feet since you are only wearing shorts and sandals? Aren't your sandals another potential hazard?

Mowing the grass is only one example of how you can evaluate the hazards, large and small, in everyday living. If you are consciously aware of the risk management process, you can use it to protect yourself and your family and friends from injury. Enjoy a happy, healthful and enjoyable summer season...and think safety!

If you have a story of how using risk management has worked, either on-or-off the job, send it to Commander, INSCOM, ATTN: IAPER, 8825 Beulah Street, Fort Belvoir, VA 22060-5246 or call the INSCOM safety office at DSN 656-1923. Sharing your story and your solution may help others avoid being hurt.

Ms. Walick is a collateral duty safety officer in the command safety office and a budget officer in the office of the deputy chief of staff for personnel, INSCOM headquarters, Fort Belvoir, Va.

Summer Activities

Test your risk management abilities by matching the following list of activities with the corresponding safety tips. Each activity may be used more than once.

Activity

1. Driving when going on leave/ vacation at the end of a workday, "GETHOMEITIS"

2. Running/exercising in summer heat/humidity

Safety Tip

A. Get adequate rest before starting

B. Drink lots of water

C. Take plenty of breaks

D. Drink coffee

E. Early morning/late evening

Answers: Activity 1: A,C,D Activity 2: B,E

Recently retired Vice Adm. J. M. McConnell (center) was guest of honor at the Gordon Regional SIGINT Operations Center activation ceremony. (Photo by Spc. Guitar)

GRSOC

Gordon Regional SIGINT Operations Center provides national level, near real-time signal intelligence support to its area of responsibility

By 1st Lt. Richard J. Fisher

Leveraging dollars and economies of scale are phrases we often associate with efficient global corporations. These phrases are also key concerns as we draw down and bring our Army to the lean efficiency that continued budgetary constraints demand. In the discipline of signals intelligence (SIGINT), the Gordon Regional SIGINT Operations Center (GRSOC) represents the Army's total commitment to achieving these needed efficiencies.

Many of our costly foreign field stations have closed; more are soon to follow. While that was good news for our balance sheet, many of the same intelligence requirements still remained. To fill the requirements within the dollar constraints, a joint approach was needed.

With the end of the cold war, the military services divided the world into three areas of geographic responsibility. The U.S. Army, U.S. Navy and U.S. Air Force each received one area. To perform their respective missions, each of the services obtained control of its own signals intelligence facility. Both the U.S. Navy and the U.S. Air Force used existing facilities. To fulfill its role, the Army had to construct a new facility at Fort Gordon, Ga.

Army personnel have worked diligently since 1994 to construct and activate the Gordon Regional SIGINT Operations Center at Fort Gordon, Ga. Upon its activation, the Gordon Regional SIGINT Operations Center became an equal partner with the U.S. Navy and U.S. Air Force in the worldwide signals intelligence effort.

Regional SIGINT Operations Centers

Regional SIGINT operations centers provide national level, near real-time signals intelligence support to both national level and unified command customers. The recently retired director of the National Security Agency and Central Security Service, Vice Admiral J. M. McConnell, explained the concept. RSOCs provide signals intelligence "from the White House to the foxhole, cockpit, or bridge of a ship."

A critical tenet of the Regional SIGINT operations centers warfighter support mission is the fostering of a national-tactical partnership program. Through this partnership program, each of the service component commands and echelons corps and below can leverage the capabilities of regional SIGINT operations centers.

There are three regional SIGINT operations centers located within the United States. All are joint military and civilian Department of Defense SIGINT organizations.

GRSOC Activated

Over 600 distinguished guests and visitors attended the Gordon Regional SIGINT Operations Center activation ceremony on Jan.18, 1996. The guest of honor was Vice Adm. J.M. McConnell, director of the National Security Agency and the Central Security Service. Brig. Gen. Trent N. Thomas, commander of

U.S. Army Intelligence and Security Command, hosted the ceremony. Planner and local host of the ceremony was Col. George J. Sallaberry, commander of the 702d MI Group and the Gordon Regional SIGINT Operations Center.

McConnell's remarks addressed readiness and mission. "The Cold War is over, but our taskings and requirements for information have increased. We must learn to do more with less," he said. "We have to know the language, know the target, and be trained and ready to deploy in support of the joint task force commander." According to McConnell, the Gordon Regional SIGINT Operations Center fills a critical requirement in the Department of Defense's power projection capability.

The Gordon Regional SIGINT Operations Center mission is to "conduct continuous signals intelligence operations on selected targets in support of national and warfighter intelligence requirements from Fort Gordon, Ga., using remoting technologies."

Specific Implications

Located within the Gordon Regional SIGINT Operations Center is the Regional Technical Control Analysis Element. In fiscal year 1996, national and tactical signals intelligence organizations formed a partnership to provide intelligence support to warfighters. The Regional Technical Control Analysis Element, serving as a bridge between the Gordon Regional SIGINT Operations Center and the 513th MI Brigade, plays a integral role in this partnership. The Regional Technical Control Analysis Element will access national level intelligence resources on behalf of warfighters, thereby reinforcing the role of the 513th MI Brigade. By integrating Regional

Technical Control Analysis Element personnel within the Gordon Regional SIGINT Operations Center work spaces, the element can expedite warfighter requests for information. The element is primarily staffed by analysts with a few collector and linguist authorizations.

Once the Regional SIGINT Operations Center reaches full operating capability, it will be responsible for over 1,000 civilians, soldiers, sailors, airmen and Marines. Its responsibilities will include supporting national level intelligence taskings and unified warfighting commands' requests for information. The center also provides a classroom to train service members who can deploy worldwide to support the warfighter.

An important part of the Gordon Regional SIGINT Operations Center is the joint language center. The joint language center trains linguists permanently assigned to the Gordon Regional SIGINT Operations Center and linguists who are sent to Fort Gordon, Ga., on temporary duty. With the center's modern language facility, both reserve and active units can rotate personnel through a facility which provides first class language training on a real-world mission.

This is a truly joint effort. Soldiers, sailors, airmen, Marines, and civilians, working together, are establishing the needed cooperation for the success of Force XXI, an environment in which the Gordon Regional SIGINT Operations Center will have a critical role.

1st Lt. Richard J. Fisher is the S1, 721st MI Battalion, 702d MI Group at Fort Gordon, Ga.

New Drug Threatens American Youth

A dangerous new drug is threatening communities across the United States. Rohypnol, (pronounced ro-hip-nol) has many street names: rophies, roofies, ruffles, roofens, loops, wheels, and circles. The drug is becoming widely known as the "date rape" drug.

Rohypnol is legal in Europe and South America where it is used to treat sleeping disorders. The drug is a sedative known to be several times more potent than Valium and is illegal in the United States.

A pill costs between 50 cents and $8 each. Rohypnol is colorless, odorless and quickly dissolves in a can of coke. Within 10 minutes, it can cause severe sleepiness and in a worst case, amnesia. Rohypnol is detectable through a urinalysis.

High school and college students are the most vulnerable. In a typical scenario, a person secretly slips a few doses of Rohypnol into a young woman's drink. The woman becomes sleepy and very relaxed. In minutes, she loses situation awareness and ultimately loses consciousness. The woman is then raped.

According to a University of Florida drug hot line, "roofies" are often combined with alcohol, marijuana, or cocaine to produce a rapid and very dramatic "high." Mixing Rohypnol with alcohol or other drugs can lead to respiratory depression, aspiration and even death.

The Florida Department of Law Enforcement and the Drug Enforcement Agency have joined forces to upgrade the drug's status to a Schedule I Narcotic. A Schedule I Narcotic is subject to the same penalties of cocaine, heroin and LSD.

The Drug Enforcement Agency indicated most Rohypnol activity has been found in Florida and states near Mexico. They have found drug use as far north as Maryland, and as far west as California. Service personnel are especially at risk because the drug is not illegal overseas.

(Editor's Note: (ARNEWS—This article was compiled by ACC public affairs from reports and information from medical and law enforcement organizations.)

HIV Vaccine Ineffective, Study Concludes

A five-year trial of a candidate vaccine for HIV treatment ended in failure, U.S. Army Medical Research and Materiel Command officials announced April 17.

Investigators hoped the vaccine, gp160, would slow the virus' progression to AIDS, but study results show no clinical improvement attributable to the vaccine.

Although the vaccine did not slow the disease, investigators said, it did generate an elevated immune response in vaccinated subjects, and it had no adverse effects.

Medical researchers at the Walter Reed Army Institute of Research conducted the study in collaboration with Army, Navy and Air Force physicians, the National Institute of Allergy and Infectious Diseases and civilian medical centers in the United States. Microgenesys Inc. of Meriden, Conn., provided the vaccine. *(American Forces Press Service)*

INSCOM Safety
Puzzle Solution
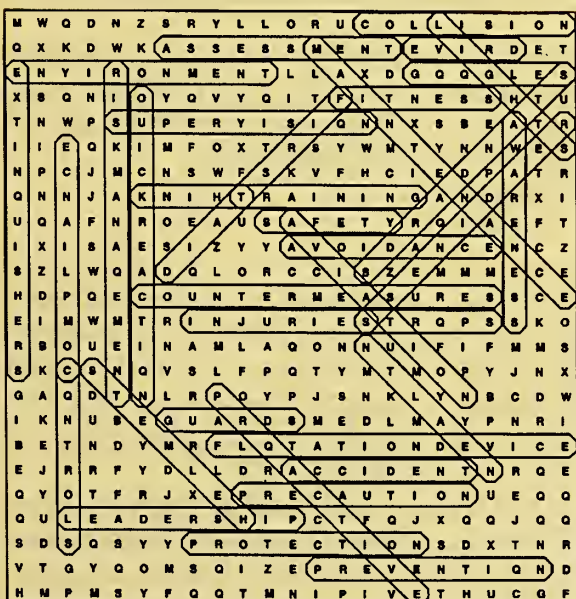
Two concerns are priorities

By Command Sgt. Maj. Sterling T. McCormick

Enlisted personnel strength and the Army physical fitness test at NCOES courses are two of the many important issues which have profound impacts on our noncommissioned officers.

The Vice Chief of Staff of the Army released a message which directs the Army to reduce the aggregate (Army's total) noncommissioned officer structure to 47 percent. The Army's total is currently 50 percent. The plan is to meet this objective by October 1999. This initiative will help maintain our end strength at 495,000 and avoid a 20,000 personnel reduction.

We have had many inquiries regarding this issue, which concerns all of us. We are collectively working to help our MI Corps meet this aggregate objective with minimal impact on our units. NCO involvement in this process is pertinent for its success.

The Army physical fitness test at noncommissioned officer courses has also been an ongoing issue of concern. A premature message erroneously informed soldiers they could take several Army physical fitness tests during NCOES courses if they

passed prior to completion of the course. The forthcoming guidance on this issue will state a soldier must pass the test upon entry to the NCOES course.

The percentage of students passing Army physical fitness test in noncommissioned officer education system courses is improving. This is good news, but we are still experiencing enough failures to warrant continued concern and emphasis for soldiers to meet test standards.

Finally, this is the last INSCOM Journal edition under the command of Brig. Gen. Trent N. Thomas, our INSCOM commander. Sir, it has been a pleasure. I thank you for your trust and confidence in me as your command sergeant major. My wife Sarah and I also extend our thanks to your lovely wife, Elizabeth, for her friendship and all of the sup-

(Photo by Shirley Startzman)
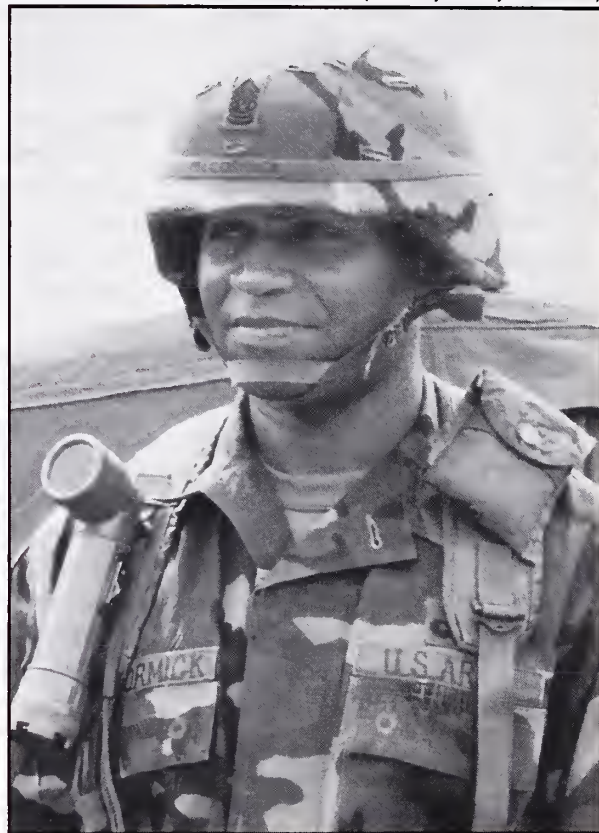
Command Sgt. Maj. Sterling T. McCormick

port and love which you both provided our total INSCOM family. Thanks again; we will all truly miss you. Hooah!

PCS Mailers Pay No Duty

You may be paying unnecessary customs duty on personal property mailed to the United States. If you are on official change of station orders, you can avoid paying import duty by following the rules.

"Normally, you may mail only American-made goods without paying duty," said Norman Kaucher of

the European Command's Executive Agency for Customs. "But at the end of your overseas tour, you may also send foreign-made property to the United States duty-free," he added.

Put a copy of your movement orders in an envelope, stick it firmly to the parcel and mark the package clearly with the words: "Returned Personal Effects—Orders Enclosed." Kaucher warned against mailing for-

eign-made goods directly from an overseas vendor or exchange to a U.S. address. "If you did not take possession of the items, they do not qualify for duty-free entry," he added.

Call your local military customs office for more information. *(Robert Szostek, U.S. European Command customs public affairs office)*

Calender of MI Events

July

National Purposeful Parenting Month
National Hot Dog Month

1 Acting upon President Washington's request, Congress established the contingent fund. Washington and future presidents used it to conduct and manage foreign intelligence, 1790.

Operation ELEPHANT was the initial operation of the 23 Headquarters Special Troops against the enemy. The deception unit's mission was to cover the movement of the 2nd Armored Division when it left a reserve position to go into the line between the First U.S. and the Second British Armies, 1944.

Army Intelligence and Security Branch established to manage requirements for MI officers in the Regular Army, 1962.

U.S. Army Intelligence Command replaces U.S. Army Intelligence Corps Command, 1965.

Military Intelligence Corps established at U.S. Army Intelligence Center and School at Fort Huachuca, Ariz., 1987.

The Signal Corps used a balloon, although punctured by enemy fire, to determine a much needed secondary road for the troops during the Battle of San Juan Hill, 1898.

4 Independence Day (Federal Holiday)

12 Office of the Chief, Counter Intelligence Corps re-established at Fort George G. Meade, Md., 1945.

16 First atomic bomb tested at Alamogordo, N.M., 1945.

20 Armed Forces Security Agency organized to coordinate the cryptologic activities of the services, 1949.

26 President Truman signed the National Security Act of 1947.

28 Gen. Washington issued instructions for recruiting intelligence agents, 1775.

31 Headquarters, INSCOM, relocated from Arlington Hall Station to Fort Belvoir, Va., 1989.

August

National Water Quality Month
Foot Health Month

1 The Joint Chiefs of Staff issue a directive establishing the Defense Intelligence Agency, 1961.

Chief of Staff, U.S. Army approved the Intelligence Organization and Stationing Study, 1975.

8 A three-man cell of technical intelligence specialists from the 513th MI Brigade deployed with the XVIII Airborne Corps to Saudi Arabia, 1990.

15 VJ Day — Japan capitulates, 1945.

18 Operation STARLIGHT in an area south of Chu Lai was the first large-scale confrontation between U.S. troops and the Viet Cong, 1965.

25 Gen. Washington selected Maj. Benjamin Tallmadge as his "intelligence chief." Tallmadge combined reconnaissance with clandestine visits into British territory to recruit agents.

1996

July
1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31

August
(1 2 3) 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

September
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

October
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

November
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

December
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

1997

January
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

February
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28

March
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

April
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

May
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
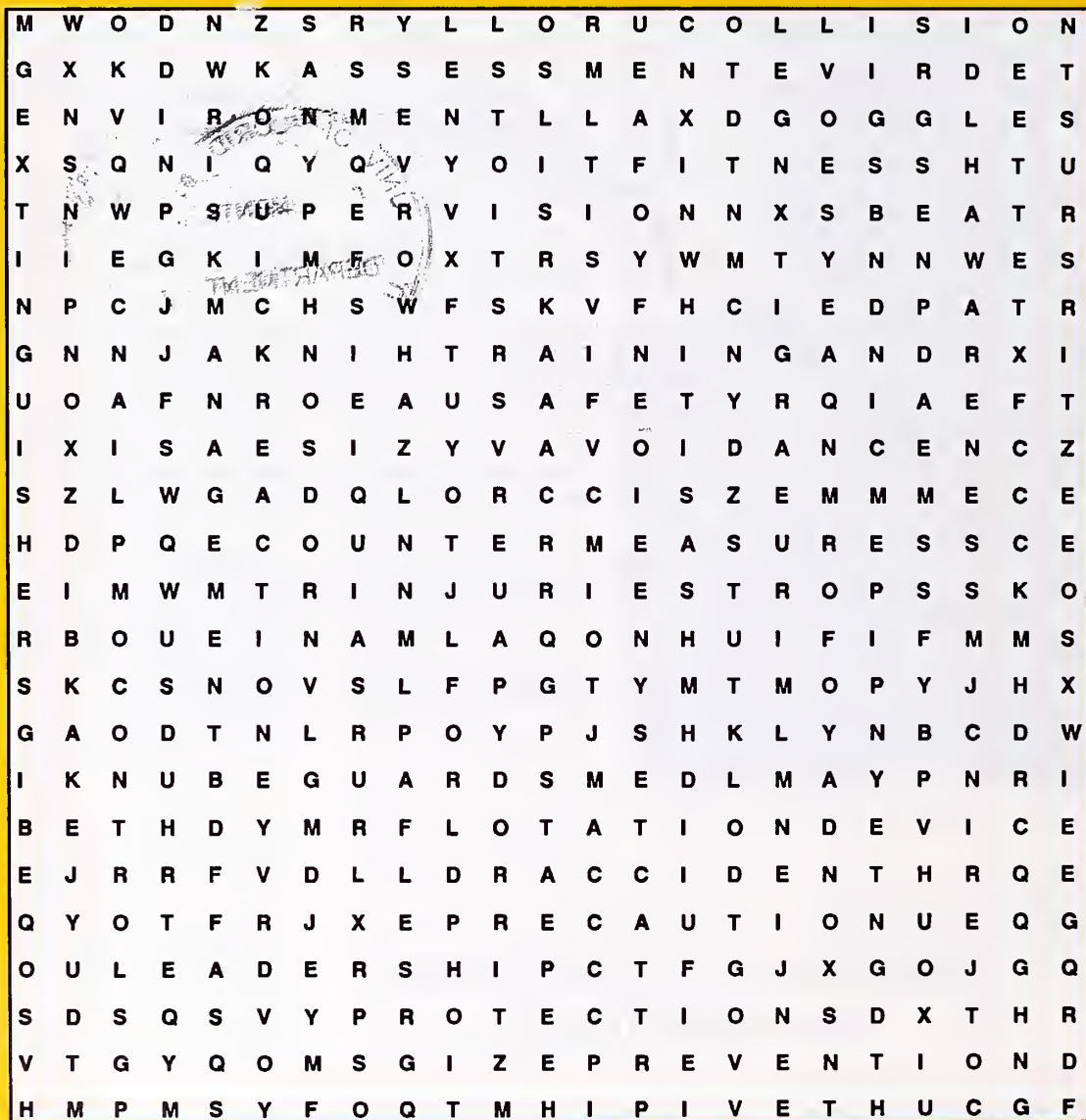
June
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

July
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

INSCOM Safety

M	W	O	D	N	Z	S	R	Y	L	L	O	R	U	C	O	L	L	I	S	I	O	N
G	X	K	D	W	K	A	S	S	E	S	S	M	E	N	T	E	V	I	R	D	E	T
E	N	V	I	R	O	N	M	E	N	T	L	L	A	X	D	G	O	G	G	L	E	S
X	S	Q	N	I	Q	Y	Q	V	Y	O	I	T	F	I	T	N	E	S	S	H	T	U
T	N	W	P	S	U	P	E	R	V	I	S	I	O	N	N	X	S	B	E	A	T	R
I	I	E	G	K	I	M	F	O	X	T	R	S	Y	W	M	T	Y	N	N	W	E	S
N	P	C	J	M	C	H	S	W	F	S	K	V	F	H	C	I	E	D	P	A	T	R
G	N	N	J	A	K	N	I	H	T	R	A	I	N	I	N	G	A	N	D	R	X	I
U	O	A	F	N	R	O	E	A	U	S	A	F	E	T	Y	R	Q	I	A	E	F	T
I	X	I	S	A	E	S	I	Z	Y	V	A	V	O	I	D	A	N	C	E	N	C	Z
S	Z	L	W	G	A	D	Q	L	O	R	C	C	I	S	Z	E	M	M	M	E	C	E
H	D	P	Q	E	C	O	U	N	T	E	R	M	E	A	S	U	R	E	S	S	C	E
E	I	M	W	M	T	R	I	N	J	U	R	I	E	S	T	R	O	P	S	S	K	O
R	B	O	U	E	I	N	A	M	L	A	Q	O	N	H	U	I	F	I	F	M	M	S
S	K	C	S	N	O	V	S	L	F	P	G	T	Y	M	T	M	O	P	Y	J	H	X
G	A	O	D	T	N	L	R	P	O	Y	P	J	S	H	K	L	Y	N	B	C	D	W
I	K	N	U	B	E	G	U	A	R	D	S	M	E	D	L	M	A	Y	P	N	R	I
B	E	T	H	D	Y	M	R	F	L	O	T	A	T	I	O	N	D	E	V	I	C	E
E	J	R	R	F	V	D	L	L	D	R	A	C	C	I	D	E	N	T	H	R	Q	E
Q	Y	O	T	F	R	J	X	E	P	R	E	C	A	U	T	I	O	N	U	E	Q	G
O	U	L	E	A	D	E	R	S	H	I	P	C	T	F	G	J	X	G	O	J	G	Q
S	D	S	Q	S	V	Y	P	R	O	T	E	C	T	I	O	N	S	D	X	T	H	R
V	T	G	Y	Q	O	M	S	G	I	Z	E	P	R	E	V	E	N	T	I	O	N	D
H	M	P	M	S	Y	F	O	Q	T	M	H	I	P	I	V	E	T	H	U	C	G	F

Words may be read straight across, backward, up, down or diagonally.
The solution is on page 37.

safety	riskmanagement	leadership	prevention
drive	awareness	environment	countermeasures
aviation	health	firstaid	proactive
extinguishers	protection	avoidance	controls
assessment	maintenance	readiness	training
standards	supervision	goggles	injuries
guards	accident	sports	helmets
lights	collision	fitness	flotationdevice
precaution	compliance	think	quickreaction